

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



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

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## 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

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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)

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4. EQUITY INVESTMENTS AND WITHDRAWALS

### **PART B: OUTPUT PERFORMANCE**

5. OUTPUTS TO BE DELIVERED

**APPENDIX:** FORECAST FINANCIAL STATEMENTS

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#### **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**

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# PART A

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## OWNERSHIP PERFORMANCE

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## 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 warrants 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:

|   | <b>2022<br/>1 Jan to<br/>31 Dec 2022<br/>\$000's</b> | <b>2023<br/>1 Jan to<br/>31 Dec 2023<br/>\$000's</b> | <b>2021<br/>12-Month<br/>Forecast<br/>\$000's</b> |
|---|--|--|---|
| 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  |
| <b>OPERATING SURPLUS/DEFICIT</b>  | -  | -  | -   |
| <b>NET WORTH</b>  | <b>45,269</b>  | <b>53,330</b>  | <b>35,182</b>                                     |
| 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   |

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

## MAINTENANCE OF CAPABILITY

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

|   | 2022<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>PHYSICAL CAPITAL MEASURES</b>            |  |  |   |
| 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<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS</b>        |  |  |   |
| 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  | -                                       |
| <b>TOTAL</b>  | <b>10,087</b>                              | <b>8,061</b>                               | <b>-</b>                                |

## 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                  | <ul style="list-style-type: none"> <li>Develop leadership skills in cadets providing leadership training and experience.</li> <li>Emphasize recruitment of Caymanians and Permanent Residents</li> </ul>   | \$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                        | <ul style="list-style-type: none"> <li>Identify a plot of crown land</li> <li>Develop suitable training facility to include offices, barracks, kitchen, dining hall, classrooms, band room</li> <li>This facility can be used as a multi-purpose youth training/camping facility. It can also be used as an emergency shelter.</li> </ul>  | \$250,000-\$500,000     |
| Burnout of CICC salaried staff who work above and beyond the call of duty to ensure programme output success.   | New                        | <ul style="list-style-type: none"> <li>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:               <ul style="list-style-type: none"> <li>WO Instructor</li> <li>SSgt Instructor</li> <li>SO2 C4 Procurement and Logistics Officer</li> <li>SO2 C3 Officer Commanding</li> </ul> </li> </ul> | \$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                        | <ul style="list-style-type: none"> <li>Replacement of old coaster bus with a new bus.</li> <li>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.</li> </ul>   | \$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

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



# PART B

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## OUTPUT PERFORMANCE

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## 5. OUTPUTS TO BE DELIVERED

| HAA 1  | Policy Advice, Legislative Initiatives and Ministerial Services |  |  |
|--|---|--|--|
| <b>DESCRIPTION</b>   |   |  |  |
| To support the Minister in the development of the Government strategy for Home Affairs, to enhance national security and public safety;  |   |  |  |
| To facilitate and coordinate the implementation and monitoring of the strategies and evaluate progress against identified objectives, ensuring compliance with statutes, policies and established best practices;  |   |  |  |
| To provide support to the Minister in the delivery and implementation of policy and legislative directives which meet established best practices and industry standards and enhance national security and public safety.   |   |  |  |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022                                 | 2023<br>1 Jan to<br>31 Dec 2023                        | 2021<br>12-Month<br>Forecast                         |
| <b>QUANTITY</b> <ul style="list-style-type: none"><li>Strategy to support the Government’s objectives for Home Affairs</li><li>Annual Report detailing delivery of strategy</li><li>Cabinet Papers and notes</li><li>Responses to Parliamentary Questions or Private Members Motions</li><li>Briefing Papers and speeches</li><li>Consultation/policy/research papers</li><li>Press releases/advisories</li></ul>  | 1<br><br>1<br>10-15<br>4-6<br><br>8-10<br>2-4<br>20-30          | 1<br><br>1<br>10-15<br>4-6<br><br>8-10<br>2-4<br>20-30 | 1<br><br>1<br>4-8<br>4-6<br><br>8-10<br>1-4<br>10-15 |
| <b>QUALITY</b> <ul style="list-style-type: none"><li>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</li><li>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</li><li>Consultation will be conducted in an open, broad and transparent manner, followed by published recommendations that include rationale and supporting information</li></ul> | 90-100%<br><br>90-100%<br><br>90-100%                           | 90-100%<br><br>90-100%<br><br>90-100%                  | 90-100%<br><br>90-100%<br><br>90-100%                |
| <b>TIMELINESS</b> <ul style="list-style-type: none"><li>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.</li></ul>  | 90-100%   | 90-100%  | 90-100%  |
| <b>LOCATION</b> <ul style="list-style-type: none"><li>Services are delivered within the Cayman Islands.</li></ul>  | 100%  | 100%   | 100%   |
| <b>COST</b>  | \$2,244,396   | \$2,314,684  | \$806,068  |
| <b>RELATED BROAD OUTCOME:</b> <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |   |  |  |

|  |                                    |                                 |                              |
|--|------------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022    | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Number of bail supervision/monitoring</li></ul>  | 2,600-2,700                        | 2,700-2,800                     | 2,600                        |
| <ul style="list-style-type: none"><li>Number of reports submitted to the Courts</li></ul>  | 2,000-2,200                        | 2,000-2,200                     | 2,000                        |
| <ul style="list-style-type: none"><li>Number of risk assessments completed for Courts</li></ul>  | 500-600                            | 550-650                         | 500                          |
| <ul style="list-style-type: none"><li>Number of court duty services offered</li></ul>  | 700-800                            | 700-800                         | 800                          |
| <ul style="list-style-type: none"><li>Number of orders supervised</li></ul>  | 6,500-6,800                        | 6,500-6,800                     | 6,000                        |
| QUALITY  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Reports are to be prepared in the established format a required by the Court</li></ul>   | 95-100%                            | 95-100%                         | 95%                          |
| <ul style="list-style-type: none"><li>Court orders are supervised in accordance with Risk-Need-Responsivity principle and based on specific conditions of the orders</li></ul> | 95-100%                            | 95-100%                         | 90%                          |
| <ul style="list-style-type: none"><li>Supervision is based on the principles of the Changes model</li></ul>  | 95-100%                            | 95-100%                         | 90%                          |
| TIMELINESS   |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Reports are submitted to the Court within the agreed requirements of the Court</li></ul>   | 100%                               | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Supervision is ongoing throughout the period as specified by a Court Order condition or based on the request of the Courts</li></ul>     | 100%                               | 100%                            | 100%                         |
| LOCATION   |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%                               | 100%                            | 100%                         |
| COST   | \$1,195,276                        | \$1,220,931                     | \$1,165,599                  |
| RELATED BROAD OUTCOME:   |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>                           |                                    |                                 |                              |

|   |  |  |  |
|---|--|--|--|
| 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<br>1 Jan to<br>31 Dec 2022                                    | 2023<br>1 Jan to<br>31 Dec 2023                                    | 2021<br>12-Month<br>Forecast             |
| QUANTITY  |  |  |  |
| <ul style="list-style-type: none"><li>Number of reports submitted to the Conditional Release Board</li><li>Number of Through-Care cases</li><li>Number of Through-Care reports completed</li><li>Number of Risk Assessments completed</li><li>Number of Conditional Release Licenses supervised</li><li>Number of Case Plans completed</li></ul>                              | 150-200<br>2,000-2,300<br>100-150<br>100-150<br>400-500<br>100-150 | 150-200<br>2,100-2,400<br>100-150<br>100-150<br>400-500<br>150-200 | 200<br>2,200<br>200<br>100<br>500<br>150 |
| QUALITY   |  |  |  |
| <ul style="list-style-type: none"><li>Reports are to be prepared in the established format as required by the Conditional Release Board</li><li>Conditional Release Licenses are supervised in accordance with Risk-Need-Responsivity principle and based on specific conditions on the license</li><li>Supervision is based on the principles of the Changes model</li></ul> | 95-100%<br>95-100%<br>95-100%                                      | 95-100%<br>95-100%<br>95-100%                                      | 95-100%<br>95-100%<br>95-100%            |
| TIMELINESS  |  |  |  |
| <ul style="list-style-type: none"><li>Through-Care services are provided daily Monday through Thursday within the institutions</li><li>Ongoing After-Care services for the period as specified by the supervision requirements of Conditional Release</li></ul>   | 95-100%<br>95-100%   | 95-100%<br>95-100%   | 95%<br>95%                               |
| LOCATION  |  |  |  |
| <ul style="list-style-type: none"><li>Through-Care services are specific to Her Majesty’s Cayman Islands Prison Service (HMP Northward, HMP Fairbanks, and the Enhanced Re-Entry Unit).</li></ul>   | 100%   | 100%   | 100%                                     |
| COST  | \$930,127  | \$962,591  | \$1,060,125                              |
| RELATED BROAD OUTCOME:  |  |  |  |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |  |  |  |

|   |                                    |                                 |                              |
|---|------------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022    | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY <ul style="list-style-type: none"><li>Number of public awareness presentations/projects</li><li>Number of interdepartmental meetings for strategic advice offered</li></ul>                        | 10-12<br>50-75                     | 10-12<br>50-75                  | 15<br>100                    |
| QUALITY <ul style="list-style-type: none"><li>Information is based on research, evidence, experience, and professional guidelines related to Offender Management, Probation, and Parole Services.</li></ul> | 95-100%                            | 95-100%                         | 95%                          |
| TIMELINESS <ul style="list-style-type: none"><li>As deemed necessary.</li></ul>   | 95-100%                            | 95-100%                         | 95%                          |
| LOCATION <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 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<br>1 Jan to<br>31 Dec 2022     | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Number of psychoeducational programmes offered in the community/institutions</li></ul>   | 12-15                               | 12-15                           | 12                           |
| <ul style="list-style-type: none"><li>Number of client-related presentations in the community/institutions</li></ul>   | 8-10                                | 8-10                            | 2                            |
| <ul style="list-style-type: none"><li>Number of community/institution group sessions</li></ul>   | 120-170                             | 150-200                         | 120                          |
| <ul style="list-style-type: none"><li>Number of Community Service Cases</li></ul>  | 2,500-2,800                         | 2,600-2,900                     | 2,600                        |
| <ul style="list-style-type: none"><li>Number of Victim/Witness Cases</li></ul>   | 2,000-2,200                         | 2,100-2,300                     | 2,000                        |
| <ul style="list-style-type: none"><li>Number of Gender Specific Cases (High-risk/High-need female offenders)</li></ul>   | 600-800                             | 700-900                         | 700                          |
| QUALITY  |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Programmes are delivered in accordance with Department guidelines</li></ul>  | 95-100%                             | 95-100%                         | 95%                          |
| <ul style="list-style-type: none"><li>Programmes are facilitated by trained/certified staff</li></ul>  | 95-100%                             | 95-100%                         | 95%                          |
| <ul style="list-style-type: none"><li>Reports are prepared in the required established format</li></ul>  | 95-100%                             | 95-100%                         | 95%                          |
| <ul style="list-style-type: none"><li>Services are provided on an individual and/or group basis to meet the assessed needs of client(s)</li></ul>  | 95-100%                             | 95-100%                         | 95%                          |
| TIMELINESS   |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Reports are provided within the established timeframes of the requesting agency (Court, Conditional Release Board, Prison, Police, etc.)</li></ul> | 90-100%                             | 90-100%                         | 90%                          |
| <ul style="list-style-type: none"><li>Programmes are delivered in accordance with the group schedule set out for the budget year</li></ul>   | 90-100%                             | 90-100%                         | 95%                          |
| LOCATION   |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%                                | 100%                            | 100%                         |
| COST   |                                     |                                 |                              |
|  | \$1,024,885                         | \$1,051,879                     | \$947,706                    |
| RELATED BROAD OUTCOME:   |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>                                     |                                     |                                 |                              |

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| DCR 16   | Specialized and Intensive Supervision Services |                                 |                              |
| DESCRIPTION  |  |                                 |                              |
| Provision of Intensive Supervision and Intervention Services to High/Very High-Risk clients.   |  |                                 |                              |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022                | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of Domestic Violence Cases</li></ul>  | 1,000-1,200                                    | 1,000-1,200                     | 1,000                        |
| <ul style="list-style-type: none"><li>Number of Mental Health Cases</li></ul>  | 1,000-1,100                                    | 1,000-1,100                     | 1,100                        |
| <ul style="list-style-type: none"><li>Number of Drug Rehabilitation Court Cases</li></ul>  | 250-300  | 275-325                         | 300                          |
| <ul style="list-style-type: none"><li>Number of (High Risk) Cases</li></ul>  | 550-650  | 650-750                         | 800                          |
| QUALITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Reports are to be prepared in the established format a required by the Court</li></ul>   | 90-100%  | 90-100%                         | 90%                          |
| <ul style="list-style-type: none"><li>Court orders are supervised in accordance with Risk-Need-Responsivity principle and based on specific conditions of the orders</li></ul> | 90-100%  | 90-100%                         | 90%                          |
| <ul style="list-style-type: none"><li>Supervision is based on the principles of the Changes model</li></ul>  | 90-100%  | 90-100%                         | 90-100%                      |
| TIMELINESS   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Reports are submitted to the Court within the agreed requirements of the Court</li></ul>   | 95-100%  | 95-100%                         | 95%                          |
| <ul style="list-style-type: none"><li>Supervision is ongoing throughout the period as specified by a Court Order condition or based on the request of the Courts</li></ul>     |  |                                 |                              |
| LOCATION   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%   | 100%                            | 100%                         |
| COST   |  |                                 |                              |
|  | \$1,077,809                                    | \$1,106,518                     | \$994,103                    |
| RELATED BROAD OUTCOME:   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>                           |  |                                 |                              |



|  |                          |                                 |                                 |                              |
|--|--------------------------|---------------------------------|---------------------------------|------------------------------|
| CAD 4  | Cadet Training Programme |                                 |                                 |                              |
| DESCRIPTION  |                          |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Provision of an internationally recognized Star 4 Cadet Corps programme for youth ages 11 – 19 including:<ul style="list-style-type: none"><li>Instructional (practical and theoretical) Training including Band/Music instruction</li><li>Land Training including; Drill and Turn-out, Map and compass reading, field craft and, adventure first aid training</li><li>Marine training including sailing, kayaking, diving;</li><li>Physical Activities including participation in various sport, fun runs/competitions;</li><li>Leadership Programmes including Method of Instructions (MOI), Team management and lesson planning</li><li>Training for adult volunteer Instructors/Officers and regular reporting to parents</li></ul></li><li>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.</li><li>Provide community service to the wider community, including:<ul style="list-style-type: none"><li>Community clean up</li><li>Volunteer services to other Government Departments and Organizations</li><li>Man the National Emergency Operating Centre during natural disasters, elections etc.</li></ul></li><li>Plan, operate and attend Camps locally, regionally and internationally within a residential environment. These include:<ul style="list-style-type: none"><li>Senior Cadet's Camp,</li><li>Annual Camp</li><li>Recruit Camp</li><li>Adult Training Camp for volunteer Instructors and Officers</li><li>Caribbean Cadet Camp</li></ul></li></ul> |                          |                                 |                                 |                              |
| MEASURES   |                          | 2022<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                          |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of training sessions</li></ul>  |                          | 180-195                         | 180-195                         | 180-195                      |
| <ul style="list-style-type: none"><li>Number of parades participated (including National and Local Cadet Parade)</li></ul>   |                          | 4-6                             | 4-6                             | 4-6                          |
| <ul style="list-style-type: none"><li>Number of camps operated locally</li></ul>   |                          | 3-4                             | 3-4                             | 3-4                          |
| <ul style="list-style-type: none"><li>Number of camps attended regionally and internationally</li></ul>  |                          | 1-3                             | 1-3                             | 1-3                          |
| <ul style="list-style-type: none"><li>Number of community projects facilitated</li></ul>   |                          | 6-8                             | 6-8                             | 6-8                          |
| QUALITY  |                          |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>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.</li></ul>   |                          | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Persons participating in parades will be experienced in drill and words of command on parade.</li></ul>  |                          | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All community projects will be preauthorized and facilitated by an authorized Officer.</li></ul>   |                          | 100%                            | 100%                            | 100%                         |
| TIMELINESS   |                          |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>The training programme operates outside school hours Monday to Friday 4:00pm – 8:00pm and every Saturday 9:00am – 12:00pm during school term;</li></ul>  |                          | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Attend parades and community projects as scheduled by the organizers</li></ul>   |                          | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Annual Camp of 10 - 14 days will be held during July and August and weekend camps will be held for two nights</li></ul>  |                          | 100%                            | 0%                              | 0%                           |
| LOCATION   |                          |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   |                          | 100%                            | 100%                            | 100%                         |
| COST   |                          |                                 |                                 |                              |
|  |                          | \$723,802                       | \$718,388                       | \$606,647                    |
| RELATED BROAD OUTCOME:   |                          |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |                          |                                 |                                 |                              |

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| CAD 6  | Cadet Corps Vocational Training Programme |                                 |                              |
| DESCRIPTION  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Provide a vocational and technical training programme to Cadets who are at least 16 years of age and Star 2 qualified.</li><li>Cadets will cover areas such as:<ul style="list-style-type: none"><li>Professional CV preparation,</li><li>Interviewing techniques,</li><li>Communication,</li><li>First aid,</li><li>Adventure training,</li><li>Health and nutrition</li><li>Physical Fitness</li></ul></li><li>For those interested in Music, Cadets will cover areas such as:<ul style="list-style-type: none"><li>A basic understanding of music as a profession,</li><li>Solo and ensemble work,</li><li>How to manage rehearsals</li><li>How to market, budget, advertise, programme and publicise a music event</li></ul></li></ul> |   |                                 |                              |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022           | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of training sessions delivered</li></ul>  | 32-36                                     | 32-36                           | 32-36                        |
| QUALITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Delivery of modular units by trained instructors based on regional and international standards</li></ul>   | 100%                                      | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Completion of the Senior Cadet Instructors Course (SCIC) delivered in a separate camp setting in accordance with the Cadet Training Manual</li></ul>   | 100%                                      | 100%                            | 100%                         |
| TIMELINESS   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Training sessions held once a week during the school calendar year</li></ul>   | 100%                                      | 100%                            | 100%                         |
| LOCATION   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%                                      | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Regional (Caribbean) / International</li></ul>   | 100%                                      | 100%                            | 100%                         |
| COST   |   |                                 |                              |
|  | \$105,345                                 | \$104,948                       | \$87,299                     |
| RELATED BROAD OUTCOME:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |   |                                 |                              |

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| 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<br>1 Jan to<br>31 Dec 2022       | 2023<br>1 Jan to<br>31 Dec 2023       | 2021<br>12-Month<br>Forecast          |
| QUANTITY  |                                       |                                       |                                       |
| <ul style="list-style-type: none"><li>Number of days providing 24-hour coverage for the community.</li><li>Provide radio/telephone communication to coordinate during all hurricanes and other disasters</li></ul>  | 365<br>365                            | 365<br>365                            | 365<br>365                            |
| QUALITY   |                                       |                                       |                                       |
| <ul style="list-style-type: none"><li>Ensure that Fire Officers are properly equipped to respond to one call for rescue and fighting per station at any given time</li><li>Ensure compliance of CI Fire Brigade Law and the CI Fire Service operation orders</li><li>Capacity to provide sufficient staff and equipment</li><li>Compliance with National Fire Protection Association's guidelines</li></ul> | 80-95%<br>90-100%<br>50-66%<br>50-66% | 80-95%<br>90-100%<br>50-66%<br>50-66% | 80-95%<br>90-100%<br>50-66%<br>50-66% |
| TIMELINESS  |                                       |                                       |                                       |
| <ul style="list-style-type: none"><li>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.</li></ul>  | 90-100%                               | 90-100%                               | 90-100%                               |
| LOCATION  |                                       |                                       |                                       |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%                                  | 100%                                  | 100%                                  |
| COST  |                                       |                                       |                                       |
|   | \$8,797,864                           | \$9,057,077                           | \$11,038,895                          |
| RELATED BROAD OUTCOME:  |                                       |                                       |                                       |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |                                       |                                       |                                       |

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| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Properly equipped to respond to one full emergency at any one time</li></ul>   | 365                             | 365                             | 365                          |
| <ul style="list-style-type: none"><li>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</li></ul>   | 365                             | 365                             | 365                          |
| <ul style="list-style-type: none"><li>Inspections of distribution of fuel to aircrafts per annum</li></ul>   | 2 or 3 Per Year                 | 2 or 3 Per Year                 | 2 or 3 Per Year              |
| QUALITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds</li></ul>  | 90-100%                         | 90-100%                         | 90-100%                      |
| <ul style="list-style-type: none"><li>Firefighting media in compliance with ICAO.</li></ul>  | 90-100%                         | 90-100%                         | 90-100%                      |
| <ul style="list-style-type: none"><li>Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle</li></ul>   | 70-80%                          | 70-80%                          | 70-80%                       |
| <ul style="list-style-type: none"><li>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.</li></ul> | 80-90%                          | 80-90%                          | 80-90%                       |
| <ul style="list-style-type: none"><li>Rescue equipment is in compliance with ICAO</li></ul>  | 90-100%                         | 90-100%                         | 90-100%                      |
| TIMELINESS   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>During all hour’s airport is open to traffic</li></ul>   | 90-100%                         | 90-100%                         | 90-100%                      |
| <ul style="list-style-type: none"><li>To respond within 2 to 3 minutes to the end of each runway</li></ul>   | 90-100%                         | 90-100%                         | 90-100%                      |
| <ul style="list-style-type: none"><li>Monthly Inspections</li></ul>  | 90-100%                         | 90-100%                         | 90-100%                      |
| LOCATION   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%                            | 100%                            | 100%                         |
| COST   | \$6,049,747                     | \$6,215,664                     | \$7,590,202                  |
| RELATED BROAD OUTCOME:   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |                                 |                                 |                              |

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| 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<br>1 Jan to<br>31 Dec 2022          | 2023<br>1 Jan to<br>31 Dec 2023          | 2021<br>12-Month<br>Forecast             |
| QUANTITY   |  |  |  |
| <ul style="list-style-type: none"><li>Number of premises inspected</li><li>Number of development drawings reviewed</li><li>Number of assessment reports prepared re: building control and relevant development</li></ul>   | 3,000-3,500<br>250-350<br>400-600        | 3,000-3,500<br>250-350<br>400-600        | 3,000-3,500<br>250-350<br>400-600        |
| QUALITY  |  |  |  |
| <ul style="list-style-type: none"><li>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.</li><li>Inspection and drawings cover all methods required by relevant Laws, standards and codes of practice</li><li>Inspection carried out by qualified personnel</li><li>Reports are comprehensive, relevant and accurate subject to peer review and signed off by qualified personnel</li></ul> | 98-100%<br>90-100%<br>90-100%<br>90-100% | 98-100%<br>90-100%<br>90-100%<br>90-100% | 98-100%<br>90-100%<br>90-100%<br>90-100% |
| TIMELINESS   |  |  |  |
| <ul style="list-style-type: none"><li>Inspection within three days of notifications of completion</li><li>Annual inspection to meet deadlines for annual general meetings of CI Tourism Accommodation Board and Liquor Licensing Board</li><li>Reports submitted within three days of completion</li></ul>   | 90-100%<br>90-100%<br>90-100%            | 90-100%<br>90-100%<br>90-100%            | 90-100%<br>90-100%<br>90-100%            |
| LOCATION   |  |  |  |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%                                     | 100%                                     | 100%                                     |
| COST   |  |  |  |
|  | \$479,709                                | \$505,891                                | \$392,911                                |
| RELATED BROAD OUTCOME:   |  |  |  |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |  |  |  |

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| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast  |
| QUANTITY   |                                 |                                 |                               |
| <ul style="list-style-type: none"><li>Number of cause and origin investigated</li><li>Number of assessment reports</li></ul>   | 150-250<br>500-650              | 150-250<br>500-650              | 150-250<br>500-650            |
| QUALITY  |                                 |                                 |                               |
| <ul style="list-style-type: none"><li>Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards</li><li>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</li><li>Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented</li></ul> | 90-100%<br>90-100%<br>90-100%   | 90-100%<br>90-100%<br>90-100%   | 90-100%<br>90-100%<br>90-100% |
| TIMELINESS   |                                 |                                 |                               |
| <ul style="list-style-type: none"><li>Investigation completed within two days</li><li>Report completed within three days of incident if further investigation is not required</li><li>Witness attendance whenever Courts summons</li></ul>   | 90-100%<br>90-100%<br>90-100%   | 90-100%<br>90-100%<br>90-100%   | 90-100%<br>90-100%<br>90-100% |
| LOCATION   |                                 |                                 |                               |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%                            | 100%                            | 100%                          |
| COST   |                                 |                                 |                               |
|  | \$91,800                        | \$99,446                        | \$95,736                      |
| RELATED BROAD OUTCOME:   |                                 |                                 |                               |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |                                 |                                 |                               |

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| FRE 13   | Fire Safety Education and Training Programmes |   |   |
| DESCRIPTION  |   |   |   |
| Provide fire and life safety strategy programs through public education and training.  |   |   |   |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022               | 2023<br>1 Jan to<br>31 Dec 2023         | 2021<br>12-Month<br>Forecast            |
| QUANTITY   |   |   |   |
| <ul style="list-style-type: none"><li>Number of educational demonstrations</li><li>Number of workshops</li><li>Number of media announcements</li><li>Number of publications per year</li></ul>   | 100-150<br>4-8<br>12<br>3-4                   | 100-150<br>4-8<br>12<br>3-4             | 100-150<br>4-8<br>12<br>3-4             |
| QUALITY  |   |   |   |
| Ensuring that material is:   |   |   |   |
| <ul style="list-style-type: none"><li>Clear jargon-free language, concise and accurate</li><li>Vetted by professional in their individual areas of expertise and experience</li><li>Content is appropriate for various age groups and useful guidance on fire safety measures</li><li>Extensive feedback from participants will rate course by formal survey</li></ul> | 90-100%<br>90-100%<br>90-100%<br>80-90%       | 90-100%<br>90-100%<br>90-100%<br>80-90% | 90-100%<br>90-100%<br>90-100%<br>80-90% |
| TIMELINESS   |   |   |   |
| <ul style="list-style-type: none"><li>Material is available at request</li><li>Timeliness required for workshops and publications</li></ul>  | 90-100%<br>90-100%                            | 90-100%<br>90-100%                      | 90-100%<br>90-100%                      |
| LOCATION   |   |   |   |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%  | 100%                                    | 100%                                    |
| COST   |   |   |   |
|  | \$206,086                                     | \$236,489                               | \$254,085                               |
| RELATED BROAD OUTCOME:   |   |   |   |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |   |   |   |

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| 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<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023   | 2021<br>12-Month<br>Forecast   |
| QUANTITY   |   |   |  |
| <ul style="list-style-type: none"><li>Average number of prisoners held in custody per day</li><li>Number of room and area searches conducted per month</li><li>Number of room security checks carried out per month</li><li>Number of mandatory and risk assessment drug tests conducted per month</li><li>Number of prisoners attending induction programme per month</li><li>Number of prisoners disciplinary breaches per month</li><li>Contingency Plan reviews</li><li>Number of external prisoner escorts</li><li>Number of purchase orders raised per month</li></ul>   | 210-240<br>130-150<br>4,047-4,260<br>30-35<br>20-25<br>50-60<br>1-3<br>3,300-3,500<br>125-150 | 210-240<br>130-150<br>4,047-4,260<br>30-35<br>20-25<br>50-60<br>1-3<br>3,300-3,500<br>125-150 | 219<br>130-150<br>N/A<br>N/A<br>20-25<br>50<br>3<br>N/A<br>N/A             |
| QUALITY  |   |   |  |
| <ul style="list-style-type: none"><li>All prisoners will be held lawfully and there will be no detains or liberations in error</li><li>All searches carried out in accordance with appropriate PSI</li><li>Bars, locks, vents, windows, doors and fabric of walls will be checked at least once per day</li><li>Drug tests will be conducted in accordance with relevant PSI</li><li>Induction programme will be delivered to all admitted remand and convicted prisoners</li><li>Investigation, charging and adjudication of prisoner disciplinary matters will be in accordance with Prison Rules and will comply with PSI.</li><li>Contingency Plans will be reviewed once per annum</li><li>Prisoner escorts will be completed in accordance to PSI</li><li>Purchase Orders raised in accordance with PSML</li></ul> | 95-100%<br>90-100%<br>95-100%<br>100%<br>90-100%<br>98-100%<br>100%<br>100%<br>100%           | 95-100%<br>90-100%<br>95-100%<br>100%<br>90-100%<br>98-100%<br>100%<br>100%<br>100%           | 98%<br>100%<br>95-100%<br>100%<br>90-100%<br>98-100%<br>100%<br>N/A<br>N/A |
| TIMELINESS   |   |   |  |
| <ul style="list-style-type: none"><li>Prisoner accommodation areas searched at least once per quarter</li><li>Prisoners attending induction within 2 weeks of admission</li><li>Adjudication of disciplinary offences to be completed within PSI prescribed timescale</li><li>Contingency Plans reviewed by 30<sup>th</sup> April each year</li><li>Vendors paid within 30 days of receipt of invoice</li><li>Drug test quantity concluded by 25<sup>th</sup> day per month</li></ul>  | 100%<br>90-100%<br>98-100%<br>100%<br>95-100%<br>85-100%                                      | 100%<br>90-100%<br>98-100%<br>100%<br>95-100%<br>85-100%                                      | 100%<br>90-100%<br>98-100%<br>100%<br>N/A<br>85-100%                       |
| LOCATION   |   |   |  |
| <ul style="list-style-type: none"><li>HMP Northward, HMP Fairbanks, Enhanced Reintegration Unit (ERU)</li></ul>  | 100%  | 100%  | 100%   |
| COST   | \$14,757,921  | \$15,128,480  | \$14,763,242   |
| RELATED BROAD OUTCOME:   |   |   |  |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |   |   |  |



|   |   |                                 |                              |
|---|---|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022                           | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of purposeful activity hours delivered per month</li></ul>   | 13,000-15,000   | 13,000-15,000                   | 13,300                       |
| <ul style="list-style-type: none"><li>Number of education hours delivered</li></ul>   | 3,000-4,000   | 3,000-4,000                     | 30,000                       |
| <ul style="list-style-type: none"><li>Average number of prisoners on ROTL per month</li></ul>   | 10-12   | 10-12                           | 8                            |
| <ul style="list-style-type: none"><li>Vocational and employment related qualifications</li></ul>  | 35  | 35                              | 29                           |
| <ul style="list-style-type: none"><li>Number of group/individual sessions attended by prisoners per month</li></ul>   | 50-60   | 50-60                           | N/A                          |
| <ul style="list-style-type: none"><li>Number of meals provided to prisoners per day</li></ul>   | 600-720   | 600-720                         | 657                          |
| <ul style="list-style-type: none"><li>Throughcare Support Service clients with Community Integration Plan (CIP)</li></ul>   | 50  | 50                              | N/A                          |
| <ul style="list-style-type: none"><li>Number of family visits per month (Including virtual visits)</li></ul>  | 250   | 250                             | N/A                          |
| QUALITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Purposeful activity relating to vocational and employability skills meets the requirements of external accreditation bodies</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Educational programmes delivered are delivered in accordance with awarding body criteria</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>ROTL community placements managed in accordance with PSI</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Vocational and employment qualifications accredited by external awarding body</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Prisoner Programmes facilitated by trained and competent members of the clinical team</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Menus nutritionally assessed by qualified nutritionalist</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Throughcare Support Service clients Community Integration Plan (CIP) completed 1 month prior to release</li></ul>   | 90-100%   | 90-100%                         | N/A                          |
| <ul style="list-style-type: none"><li>Visits conducted in accordance with PSI and in compliance with Prisons Rules.</li></ul>   | 100%  | 100%                            | N/A                          |
| TIMELINESS  |   |                                 |                              |
| <ul style="list-style-type: none"><li>All purposeful activities conducted within the core day and within specified hours at during the weekend</li></ul>  | 90-100%   | 90-100%                         | 90-100%                      |
| <ul style="list-style-type: none"><li>Nutritional Assessment of food menu to be completed before end January each year</li></ul>  | 100%  | 100%                            | 100%                         |
| LOCATION  |   |                                 |                              |
| <ul style="list-style-type: none"><li>HMP Northward, HMP Fairbanks, Enhanced Reintegration Unit (ERU)</li></ul>   | 100%  | 100%                            | 100%                         |
| COST  | \$4,784,333   | \$4,947,502                     | \$4,921,081                  |
| RELATED BROAD OUTCOME:  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |   |                                 |                              |

*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.*

**Commented [TM1]:** To be revised

|   |  |  |  |
|---|--|--|--|
| 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<br>1 Jan to<br>31 Dec 2022            | 2023<br>1 Jan to<br>31 Dec 2023            | 2021<br>12-Month<br>Forecast               |
| QUANTITY  |  |  |  |
| <ul style="list-style-type: none"><li>Number of hours that the PSCC operates per fiscal year (24/7/365)</li></ul>   | 8,760                                      | 8,760                                      | 8,760                                      |
| <ul style="list-style-type: none"><li>Minimum staffing of 9-11 Telecommunications staff on duty<ul style="list-style-type: none"><li>24/7 except Friday and Saturday nights (Non-peak)</li><li>Friday and Saturday nights (Peak)</li></ul></li></ul>                              | 3<br>4                                     | 4<br>4                                     | 2<br>3                                     |
| <ul style="list-style-type: none"><li>Number of incoming 9-1-1 telephone calls answered per month on average</li></ul>  | 4,600-5,300                                | 4,700-5,300                                | 4,540-5,250                                |
| <ul style="list-style-type: none"><li>Number of dispatched Calls For Service processed per month on average</li></ul>   | 2,900-3,150                                | 2,900-3,150                                | 2,900-3,280                                |
| <ul style="list-style-type: none"><li>Number of RCIPS vehicle stops, pedestrian stops and boat checks tracked by the Public Safety Communications Centre per month on average</li></ul>   | 650-750                                    | 650-750                                    | 859-950                                    |
| QUALITY   |  |  |  |
| <ul style="list-style-type: none"><li>Quality Assurance case reviews completed on Calls For Service (both call-taking and dispatch functions)</li></ul>   | 250  | 250  | 250  |
| <ul style="list-style-type: none"><li>Quality Assurance scores regarding Calls For Service call reviews</li></ul>   | Call-taking:<br>90%<br>Dispatching:<br>90% | Call-taking:<br>93%<br>Dispatching:<br>95% | Call-taking:<br>92%<br>Dispatching:<br>95% |
| TIMELINESS  |  |  |  |
| <ul style="list-style-type: none"><li>Percentage of 9-1-1 telephone calls answered within 10 seconds for calendar year (as recorded by PSCC Power911 reports)</li></ul>   | 98%  | 98%  | 98%  |
| <ul style="list-style-type: none"><li>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)</li></ul> | 55%  | 60%  | 60%  |
| <ul style="list-style-type: none"><li>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)</li></ul>                 | 1 Minute, 10<br>Seconds                    | 1 Minute, 10<br>Seconds                    | 1 Minute, 10<br>Seconds                    |
| LOCATION  |  |  |  |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%                                       | 100%                                       | 100%                                       |
| COST  |  |  |  |
|   | \$2,921,579                                | \$2,884,125                                | \$3,047,934                                |
| RELATED BROAD OUTCOME:  |  |  |  |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |  |  |  |

|   |                                 |                                 |                              |
|---|---------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>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)</li></ul> | 8,760                           | 8,760                           | 8,760                        |
| <ul style="list-style-type: none"><li>Number of offenders monitored simultaneously</li></ul>  | 65-100                          | 65-100                          | 65-122                       |
| <ul style="list-style-type: none"><li>Number of requests for archived CCTV video received from RCIPS during fiscal year</li></ul>   | 325-385                         | 325-385                         | 355                          |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Quality Assurance case reviews completed on Electronic Monitoring Centre actions (offender violation processing)</li></ul>  | 150%                            | 150%                            | 150%                         |
| <ul style="list-style-type: none"><li>Quality Assurance ratings regarding Electronic Monitoring Centre actions</li></ul>  | 95%                             | 95%                             | 90%                          |
| TIMELINESS  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Authorised requests from RCIPS or other EMC User Group for information regarding an offender’s violation are processed within 48 hours</li></ul>  | 90%                             | 90%                             | 90%                          |
| <ul style="list-style-type: none"><li>Authorised requests from RCIPS for copies of archived CCTV video recordings are processed within 5 calendar days</li></ul>  | 97%                             | 97%                             | 97%                          |
| LOCATION  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%                            | 100%                            | 100%                         |
| COST  |                                 |                                 |                              |
|   | \$2,355,489                     | \$2,360,101                     | \$2,429,053                  |
| RELATED BROAD OUTCOME:  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |                                 |                                 |                              |

|   |   |                                 |                              |
|---|---|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022                 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of radios using system infrastructure</li><li>Hours of Radio System Management</li></ul>   | 1,500-1,800<br>1,400-2,000                      | 1,500-1,800<br>1,400-2,000      | 1,500-1,800<br>1,400-2,000   |
| QUALITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>System infrastructure is continuous monitored for availability and reliability (overall network availability)</li></ul>   | 98-99%  | 98-99%                          | 98-99%                       |
| TIMELINESS  |   |                                 |                              |
| Response Times:<br>For Critical System (911 system; paging systems; fire department)  |   |                                 |                              |
| <ul style="list-style-type: none"><li>During normal working hours: 15 minutes</li><li>Outside of normal working hours: 45 minutes</li></ul>   | 95-99%<br>90-95%                                | 95-99%<br>90-95%                | 95-99%<br>90-95%             |
| Other Systems   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman: within 1 Hour</li><li>Cayman Brac and Little Cayman: Next available flight</li></ul>  | 90-95%<br>90-95%                                | 90-95%<br>90-95%                | 90-95%<br>90-95%             |
| LOCATION  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%  | 100%                            | 100%                         |
| COST  | \$471,477                                       | \$455,445                       | \$534,736                    |
| RELATED BROAD OUTCOME:  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |   |                                 |                              |

|  |                                 |                                 |                                 |
|--|---------------------------------|---------------------------------|---------------------------------|
| 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:  |                                 |                                 |                                 |
| <ul style="list-style-type: none"><li>• Driver Training</li><li>• Team Medic Training</li><li>• Advanced Swimmer Training</li><li>• Ground - Air Coordination Training</li><li>• Fire Liaison Training</li></ul>   |                                 |                                 |                                 |
| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast    |
| QUANTITY   |                                 |                                 |                                 |
| <ul style="list-style-type: none"><li>• Number of training sessions</li><li>• Number of camps operated locally</li><li>• Number of readiness exercises conducted locally</li><li>• Number of parades attended</li><li>• Number of community projects facilitated</li></ul>   | 33-45<br>1<br>2-5<br>3-4<br>4-6 | 33-45<br>1<br>2-5<br>3-4<br>4-6 | 33-45<br>1<br>2-5<br>3-4<br>4-6 |
| QUALITY  |                                 |                                 |                                 |
| <ul style="list-style-type: none"><li>• 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</li><li>• Annual training tests will be held in a range of core subjects</li><li>• Annual fitness and endurance tests will be held</li><li>• Persons participating in parades will be experienced in drill and words of command on parade</li></ul> | 100%<br>100%<br>100%<br>100%    | 100%<br>100%<br>100%<br>100%    | 100%<br>100%<br>100%<br>100%    |
| TIMELINESS   |                                 |                                 |                                 |
| <ul style="list-style-type: none"><li>• Training sessions will happen on a regular monthly basis</li><li>• Regiment should be able to deploy a squadron-sized compliment of approx. 50 persons within 2hrs</li><li>• Regiment should be able to deploy a squadron-sized compliment of approx. 50 persons for overseas deployment within 24hrs</li><li>• Annual camp of between 7 and 14 days to be held each year</li></ul>  | 100%<br>100%<br>100%<br>100%    | 100%<br>100%<br>100%<br>100%    | 100%<br>100%<br>100%<br>100%    |
| LOCATION   |                                 |                                 |                                 |
| <ul style="list-style-type: none"><li>• Cayman Islands and Overseas if deployed.</li></ul>   | 100%                            | 100%                            | 100%                            |
| COST   |                                 |                                 |                                 |
|  | \$1,500,000                     | \$1,500,000                     | \$1,909,712                     |
| RELATED BROAD OUTCOME:   |                                 |                                 |                                 |
| <ul style="list-style-type: none"><li>• Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |                                 |                                 |                                 |

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**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**

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# FINANCIAL STATEMENTS

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

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## 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<br>Forecast 2021 | STATEMENT OF FINANCIAL POSITION      | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------------|------|-------------------------|-------------------------|
|                           | <b>Current Assets</b>                |      |                         |                         |
| 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    | -                       | -                       |
| <b>4,878,272</b>          | <b>Total Current Assets</b>          |      | <b>8,106,377</b>        | <b>11,864,687</b>       |
|                           | <b>Non-Current Assets</b>            |      |                         |                         |
| -                         | 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              |
| <b>31,120,954</b>         | <b>Total Non-Current Assets</b>      |      | <b>37,618,305</b>       | <b>41,939,649</b>       |
|                           |                                      |      |                         |                         |
| <b>35,999,226</b>         | <b>Total Assets</b>                  |      | <b>45,724,682</b>       | <b>53,804,336</b>       |
|                           | <b>Current Liabilities</b>           |      |                         |                         |
| 816,900                   | Trade payables                       | 7    | 455,356                 | 474,010                 |
| -                         | Other payables and accruals          | 7    | -                       | -                       |
| -                         | Unearned revenue                     | 8    | -                       | -                       |
| -                         | Employee entitlements                | 9    | -                       | -                       |
| -                         | Repayment of surplus                 |      | -                       | -                       |
| <b>816,900</b>            | <b>Total Current Liabilities</b>     |      | <b>455,356</b>          | <b>474,010</b>          |
|                           | <b>Non-Current Liabilities</b>       |      |                         |                         |
| -                         | Trade payables                       | 7    | -                       | -                       |
| -                         | Other payables and accruals          | 7    | -                       | -                       |
| -                         | Unearned revenue                     | 8    | -                       | -                       |
| -                         | Employee entitlements                | 9    | -                       | -                       |
| -                         | <b>Total Non-Current Liabilities</b> |      | <b>-</b>                | <b>-</b>                |
|                           |                                      |      |                         |                         |
| <b>816,900</b>            | <b>Total Liabilities</b>             |      | <b>455,356</b>          | <b>474,010</b>          |
|                           |                                      |      |                         |                         |
| <b>35,182,326</b>         | <b>Net Assets</b>                    |      | <b>45,269,326</b>       | <b>53,330,326</b>       |
|                           | <b>NET WORTH</b>                     |      |                         |                         |
| 35,182,326                | Contributed capital                  |      | 45,269,326              | 53,330,326              |
| -                         | Other Reserves                       |      | -                       | -                       |
| -                         | Revaluation reserve                  |      | -                       | -                       |
| -                         | Accumulated surpluses/(deficits)     |      | (0)                     | (0)                     |
| <b>35,182,326</b>         | <b>Total Net Worth</b>               |      | <b>45,269,326</b>       | <b>53,330,326</b>       |

MINISTRY OF HOME AFFAIRS

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

| 12-Month<br>Forecast 2021 | STATEMENT OF FINANCIAL PERFORMANCE          | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|------|-------------------------|-------------------------|
|                           | <b>Revenue</b>                              |      |                         |                         |
| 50,295,604                | Sale of goods and services                  | 10   | 50,340,488              | 51,513,374              |
| -                         | Investment revenue                          | 11   | -                       | -                       |
| -                         | Donations                                   | 12   | -                       | -                       |
| -                         | Other revenue                               |      | -                       | -                       |
| <b>50,295,604</b>         | <b>Total Revenue</b>                        |      | <b>50,340,488</b>       | <b>51,513,374</b>       |
|                           | <b>Expenses</b>                             |      |                         |                         |
| 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                  |
| <b>50,295,604</b>         | <b>Total Expenses</b>                       |      | <b>50,340,488</b>       | <b>51,513,374</b>       |
|                           |   |      |                         |                         |
| -                         | <b>Surplus or (Deficit) for the period</b>  |      | -                       | -                       |
|                           |   |      |                         |                         |

MINISTRY OF HOME AFFAIRS

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

| 12-Month<br>Forecast 2021 | CASH FLOW STATEMENT   | Note     | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|----------|-------------------------|-------------------------|
|                           | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                         |                         |
|                           | <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)                |
| <b>1,222,974</b>          | <b>Net cash flows from operating activities</b>             |          | <b>2,336,397</b>        | <b>3,681,785</b>        |
|                           | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                         |                         |
| (7,320,200)               | Purchase of property, plant and equipment                   |          | (10,087,000)            | (8,061,000)             |
| -                         | Proceeds from sale of property, plant and equipment         |          | -                       | -                       |
| <b>(7,320,200)</b>        | <b>Net cash flows from investing activities</b>             |          | <b>(10,087,000)</b>     | <b>(8,061,000)</b>      |
|                           | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                         |                         |
| 7,320,200                 | Equity Investment from Org 40                               |          | 10,087,000              | 8,061,000               |
| -                         | Repayment of Surplus to Org 40                              |          | -                       | -                       |
| <b>7,320,200</b>          | <b>Net cash flows from financing activities</b>             |          | <b>10,087,000</b>       | <b>8,061,000</b>        |
| <b>1,222,974</b>          | <b>Net increase/(decrease) in cash and cash equivalents</b> |          | <b>2,336,397</b>        | <b>3,681,785</b>        |
| -                         | Cash and cash equivalents at beginning of period            |          | 1,222,974               | 3,559,371               |
| <b>1,222,974</b>          | <b>Cash and cash equivalents at end of period</b>           | <b>1</b> | <b>3,559,371</b>        | <b>7,241,156</b>        |
|                           |   |          |                         |                         |

MINISTRY OF HOME AFFAIRS

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

|  | Contributed<br>Capital | Total      |
|--|------------------------|------------|
| <b>Balance at 31 December 2020 brought forward</b>             | -                      | -          |
| <b>Prior Year Adjustments</b>                                  |                        |            |
| Changes in accounting policy                                   | -                      | -          |
| Accounting Errors  | -                      | -          |
| <b>Restated balance 31 December 2020</b>                       | -                      | -          |
| <b>Changes in net worth for 2021</b>                           |                        |            |
| 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                                   | -                      | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 35,182,326             | 35,182,326 |
| Surplus/(deficit) for the period 2021                          |                        | -          |
| <b>Total recognised revenues and expenses for the period</b>   | 35,182,326             | 35,182,326 |
|  |                        |            |
| <b>Balance at 31 December 2021 carried forward</b>             | 35,182,326             | 35,182,326 |

|  | Contributed<br>Capital | Total      |
|--|------------------------|------------|
| <b>Balance at 31 December 2021 brought forward</b>             | 35,182,326             | 35,182,326 |
| <b>Prior Year Adjustments</b>                                  |                        |            |
| Changes in accounting policy                                   | -                      | -          |
| Accounting Errors  | -                      | -          |
| <b>Restated balance 31 December 2021</b>                       | 35,182,326             | 35,182,326 |
| <b>Changes in net worth for 2022</b>                           |                        |            |
| 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                                   | -                      | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 10,087,000             | 10,087,000 |
| Surplus/(deficit) for the period 2022                          |                        | -          |
| <b>Total recognised revenues and expenses for the period</b>   | 10,087,000             | 10,087,000 |
| <b>Balance at 31 December 2022 carried forward</b>             | 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<br>Capital | Total      |
|--|------------------------|------------|
| <b>Balance at 31 December 2022 brought forward</b>             | 45,269,326             | 45,269,326 |
| <b>Prior Year Adjustments</b>                                  |                        |            |
| Changes in accounting policy                                   | -                      | -          |
| Accounting Errors  | -                      | -          |
| <b>Restated balance 31 December 2022</b>                       | 45,269,326             | 45,269,326 |
| <b>Changes in net worth for 2023</b>                           |                        |            |
| 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                                 | -                      | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 8,061,000              | 8,061,000  |
| Surplus/(deficit) for the period 2023                          |                        | -          |
| <b>Total recognised revenues and expenses for the period</b>   | 8,061,000              | 8,061,000  |
| <b>Balance at 31 December 2023</b>                             | 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<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>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 <i>[DISCLOSE ACCOUNT DETAILS IF MATERIAL]</i> | -                       | -                       |
| -                         | Fixed Deposits held with Treasury (less than 90 days)  | -                       | -                       |
| <b>1,222,972</b>          | <b>TOTAL</b>   | <b>3,559,369</b>        | <b>7,241,154</b>        |

NOTE 2: TRADE AND OTHER RECEIVABLES

| 12-Month<br>Forecast 2021 | Trade Receivables                    | 12-Month<br>Budget 2022 | 12-Month<br>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   | -                       | -                       |
| <b>3,655,300</b>          | <b>Total trade receivables</b>       | <b>4,639,804</b>        | <b>4,717,891</b>        |

| 12-Month<br>Forecast 2021 | Description               | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---------------------------|-------------------------|-------------------------|
|                           | <b>Current</b>            |                         |                         |
| 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                 |
|                           | <b>Non-Current</b>        |                         |                         |
| -                         | Past due 1 year and above | 92,796                  | 94,358                  |
| <b>3,655,300</b>          | <b>Total</b>              | <b>4,639,804</b>        | <b>4,717,891</b>        |

## 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 Reticulation | 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         | 4,287,643      | -              | -        | -            | -  | 10,213,415 |
| Disposals and Derecognition    | -         | -                   | -                       | -                      | -                      | -                 | -                | -                  | -              | -              | -              | -        | -            | -  | -          |
| Revaluation                    | -         | -                   | -                       | -                      | -                      | -                 | -                | -                  | -              | -              | -              | -        | -            | -  | -          |
| Transfers                      | 4,030,830 | 15,589,925          | 12,090,080              | 664,198                | -                      | 1,186,136         | 281,897          | 5,579,765          | 3,216,593      | 1,332,458      | 745,330        | 99,130   | 4,488        | 3,137,022                                | 47,749,912 |
| 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 Reticulation | 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             | 6,500,320               | -                      | -                      | 37,500            | -                | -                  | -              | 2,751,000      | -              | -        | -            | -  | 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 Reticulation | 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 Reticulation | 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          | 3,086,896      | 1,093,965      | 406,033        | 25,430   | -            | -  | 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            | 529,003        | 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 Reticulation | 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 Reticulation | 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        | 315,896        | 43,545         | 10,100   | 72,119       | -  | 3,649,978  |
| 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 | (27,339) | (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 | 18,606,106 | 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 | 24,844,065 | 10,677 | (17,875) | (297,712) | (69,526) | 1,743,379 | (1,446,313) | 6,823,248 | 208,698 | 44,636 | (247,524) | 3,137,022 | 41,916,620 |

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

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

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

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

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

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

|  |         |         |
|--|---------|---------|
| <b>Net Book value 31 December 2021</b> | 112,321 | 112,321 |
|--|---------|---------|

|  |        |        |
|--|--------|--------|
| <b>Net Book value 31 December 2022</b> | 20,481 | 20,481 |
|--|--------|--------|

|  |          |          |
|--|----------|----------|
| <b>Net Book value 31 December 2023</b> | (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<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|-------------------------|-------------------------|
| 816,900                   | Creditors   | 455,356                 | 474,010                 |
| <b>816,900</b>            | <b>Total trade payables other payables and accruals</b> | <b>455,356</b>          | <b>474,010</b>          |

| 12-Month<br>Forecast 2021 | Revenue type                             | 12-Month<br>Budget 2022 | 12-Month<br>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                                    | -                       | -                       |
| <b>50,295,604</b>         | <b>Total sales of goods and services</b> | <b>50,340,488</b>       | <b>51,513,374</b>       |
|                           | <b>Fees and Charges</b>                  |                         |                         |
|                           | <b>General Sales</b>                     |                         |                         |
| 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                   | <b>Total General Sales</b>               | 110,000                 | 110,000                 |
|                           | <b>Sales of Outputs to Cabinet</b>       |                         |                         |
| 50,168,604                | Sales of Outputs to Cabinet              | 50,230,488              | 51,403,374              |
| 50,168,604                | <b>Total Sales of Outputs to Cabinet</b> | 50,230,488              | 51,403,374              |
| <b>50,295,604</b>         | <b>Total Goods and Services</b>          | <b>50,340,488</b>       | <b>51,513,374</b>       |

NOTE 13: PERSONNEL COSTS

| 12-Month<br>Forecast 2021 | Description                    | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>36,430,364</b>         | <b>Total Personnel Costs</b>   | <b>36,987,776</b>       | <b>37,809,978</b>       |

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<br>Forecast 2021 | Description                             | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>9,802,866</b>          | <b>Total Supplies &amp; consumables</b> | <b>9,660,268</b>        | <b>9,952,179</b>        |

NOTE 16: GAINS / (LOSSES)

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

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

| 12-Month<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--|-------------------------|-------------------------|
| -                         | <b>Surplus/(deficit) from ordinary activities</b>              | -                       | -                       |
|                           | <b>Non-cash movements</b>                                      |                         |                         |
| 4,061,374                 | Depreciation expense   | 3,682,445               | 3,741,218               |
| -                         | Impairment   | -                       | -                       |
| -                         | (Gain)/losses on sale of property plant and equipment          | -                       | -                       |
|                           | <b>Changes in current assets and liabilities:</b>              |                         |                         |
| (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                  |
| <b>406,074</b>            | <b>Net cash flows from operating activities</b>                | <b>2,336,397</b>        | <b>3,681,785</b>        |

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## MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE

# BUDGET STATEMENTS

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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)

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## **CONTENT**

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### **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

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#### **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**

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# PART A

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## OWNERSHIP PERFORMANCE

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## 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:

|   | <b>2022<br/>1 Jan to<br/>31 Dec 2022<br/>\$000's</b> | <b>2023<br/>1 Jan to<br/>31 Dec 2023<br/>\$000's</b> | <b>2021<br/>12-Month<br/>Forecast<br/>\$000's</b> |
|---|--|--|---|
| 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   |
| <b>OPERATING SURPLUS/DEFICIT</b>  | <b>24</b>  | <b>(52)</b>  | <b>(50)</b>                                       |
| <b>NET WORTH</b>  | <b>15,037</b>  | <b>16,811</b>  | <b>13,978</b>                                     |
| 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   |

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

## MAINTENANCE OF CAPABILITY

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

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

## RISK MANAGEMENT

### SPORTS DEPARTMENT

| KEY RISKS FACED BY<br>MINISTRY/PORTFOLIO | CHANGE IN STATUS<br>FROM 2021 | ACTIONS TO MANAGE RISK   | FINANCIAL VALUE<br>OF RISK |
|--|-------------------------------|--|----------------------------|
| Covid-19 pandemic                        | None                          | Promote vaccination among staff.<br>Practice hygiene measures in work place.<br>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<br>MINISTRY/PORTFOLIO              | CHANGE IN STATUS<br>FROM 2021 | ACTIONS TO MANAGE RISK  | FINANCIAL VALUE<br>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

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



# PART B

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## OUTPUT PERFORMANCE

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## 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<br>1 Jan to<br>31 Dec 2022                                 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of cabinets papers, reports, notes and drafting instructions prepared</li></ul>   | 10-15   | 10-15                           | 5-11                         |
| <ul style="list-style-type: none"><li>Number of briefing sessions, meetings, speeches, media release and/or correspondences.</li></ul>   | 50-65   | 50-65                           | 20-45                        |
| <ul style="list-style-type: none"><li>Number of responses Freedom of Information (FOI) matters.</li></ul>  | 1-3   | 1-3                             | 1-3                          |
| <ul style="list-style-type: none"><li>Number of grants, transfer payment and application processed</li></ul>   | 700-850   | 700-850                         | 40-60                        |
| <ul style="list-style-type: none"><li>Number of purchase agreements monitored</li></ul>  | 40-50   | 40-50                           | 35-45                        |
| <ul style="list-style-type: none"><li>Number of meeting, events hosted/attended</li></ul>  | 9-16  | 9-16                            | 4-9                          |
| <ul style="list-style-type: none"><li>Number of correspondences written to or on behalf of stakeholders/government-owned company</li></ul>   | 300-450   | 300-450                         | 150-250                      |
| <ul style="list-style-type: none"><li>Number of reports prepared and/or reviewed</li></ul>   | 3-8   | 3-8                             | 5-6                          |
| QUALITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>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.</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Policy advice and support services based on relevant legislation and provided in line with professional standards established by the Chief Officer.</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All responses to parliamentary questions, speeches, media releases and correspondences reviewed and/or approved by the Chief Officer and/or delegate.</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All FOI matters handled in accordance with the Freedom of Information Law (2021 Revision).</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All payments are accurate and submitted within the agreed timelines.</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Applications processed meet established criteria.</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All correspondence must be reviewed by the Chief Officer or delegate.</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>The provision of governance is in compliance with the relevant legislation, purchase and ownership agreements and/or government policy.</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>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.</li></ul>   | 100%  | 100%                            | 100%                         |

|   |                    |                    |                    |
|---|--------------------|--------------------|--------------------|
| <b>TIMELINESS</b>   |                    |                    |                    |
| • 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%               |
| <b>LOCATION</b>   |                    |                    |                    |
| • Grand Cayman  | 100%               | 100%               | 100%               |
| <b>COST</b>   |                    |                    |                    |
|   | <b>\$2,183,161</b> | <b>\$2,274,038</b> | <b>\$1,917,597</b> |
| <b>RELATED BROAD OUTCOMES:</b>  |                    |                    |                    |
| <ul style="list-style-type: none"> <li>Utilising sports to enhance the lives of our people</li> <li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li> </ul> |                    |                    |                    |

|   |                                 |                                 |                              |
|---|---------------------------------|---------------------------------|------------------------------|
| DOS 9   | Sports Facilities Management    |                                 |                              |
| DESCRIPTION   |                                 |                                 |                              |
| Rental and maintenance of Sporting Facilities, inclusive of Stadiums, Fields, Courts, and walking tracks.   |                                 |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of Facility Application Forms processed</li><li>Number of Facilities being maintained and cleaned</li></ul>  | 650-700<br>27                   | 650-700<br>27                   | 600-650<br>27                |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Application forms are signed, approved and stamped by authorised personnel</li><li>Maintenance and security of facilities as per departmental regulations</li></ul>   | 100%<br>100%                    | 100%<br>100%                    | 100%<br>100%                 |
| TIMELINESS  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Applications are processed within two business days</li><li>Maintenance and security of facilities completed 5-6 days per week- daily, before and after special events in accordance to the Departments’ Operational Procedures</li></ul> | 100%<br>100%                    | 100%<br>100%                    | 100%<br>100%                 |
| LOCATION  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman</li></ul>  | 100%                            | 100%                            | 100%                         |
| COST  |                                 |                                 |                              |
|   | \$2,281,723                     | \$2,226,955                     | \$2,315,510                  |
| RELATED BROAD OUTCOME:  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Utilising sports to enhance the lives of our people</li></ul>   |                                 |                                 |                              |

**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:  |  |                                 |                              |
| <ul style="list-style-type: none"><li>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.</li><li>Talent Identification and Development Programs– Caters specifically to elite athletes (juniors/seniors) in preparing them to compete in regional and international sports events.</li><li>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</li><li>School Sessions– Coaching Sessions are provided in compliance to the Public and Private Schools curriculum.</li><li>Sports Workshops– Educate as well as develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching.</li><li>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.</li></ul> |  |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022                        | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |  |                                 |                              |
| Number of Community Sport Programs conducted:   |  |                                 |                              |
| <ul style="list-style-type: none"><li>After-School/Community Sport Development Programs</li></ul>   | 44-46  | 44-46                           | 40-44                        |
| <ul style="list-style-type: none"><li>Talent Identification and Development Programs</li></ul>  | 8  | 8                               | 2                            |
| <ul style="list-style-type: none"><li>Recreational/ Inter-School Leagues/Events Organized</li></ul>   | 16-18  | 16-18                           | 14-16                        |
| <ul style="list-style-type: none"><li>School Sessions</li></ul>   | 2,350-2,550  | 2,350-2,550                     | 2,100-2,300                  |
| <ul style="list-style-type: none"><li>Sports Workshops</li></ul>  | 3-6  | 3-6                             | 2-4                          |
| <ul style="list-style-type: none"><li>Camps</li></ul>   | 10-12  | 10-12                           | 8-10                         |
| QUALITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Community/Talent Identification and Development Programs, are conducted by technical staff trained to standards set by the international governing body for the particular sport</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>School sessions are aligned and conducted in compliance with school strategy/plan</li></ul>   | 100%   | 100%                            | 100%                         |
| TIMELINESS  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Community Coaching/ Talent Identification Development Programs held daily 5- 6 days per week</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Recreational Leagues/Events and Workshop are conducted once every 4-6 months</li></ul>  | 100%   | 100%                            | 100%                         |

|   |                    |                    |                    |
|---|--------------------|--------------------|--------------------|
| <b>LOCATION</b>                                       |                    |                    |                    |
| • Grand Cayman  | 100%               | 100%               | 100%               |
| <b>COST</b>   |                    |                    |                    |
|   | <b>\$2,326,168</b> | <b>\$2,380,937</b> | <b>\$1,986,418</b> |
| <b>RELATED BROAD OUTCOME:</b>                         |                    |                    |                    |
| • 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 Ministry and National Sports Associations |                                 |                              |
| DESCRIPTION  |   |                                 |                              |
| To provide professional advice and technical support to the Ministry and national sports associations with particular focus on the core sports of - Basketball, Cricket, Football, Netball, Squash, Swimming, Track and Field, and Volleyball. |   |                                 |                              |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY <ul style="list-style-type: none"><li>Number of requests from National Sports Associations/Ministries assisted through technical Support and/or advice directly or via the Ministry.</li></ul>  | 10-14   | 10-14                           | 9-13                         |
| QUALITY <ul style="list-style-type: none"><li>Advice is provided in compliance with international best practice for the particular sport(s).</li></ul>   | 100%  | 100%                            | 100%                         |
| TIMELINESS <ul style="list-style-type: none"><li>Advice is provided within 2-4 business days or within an agreed timeframe.</li></ul>  | 100%  | 100%                            | 100%                         |
| LOCATION <ul style="list-style-type: none"><li>Grand Cayman</li></ul>  | 100%  | 100%                            | 100%                         |
| COST   | \$31,876  | \$31,876                        | \$59,714                     |
| RELATED BROAD OUTCOME:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Utilising sports to enhance the lives of our people</li></ul>  |   |                                 |                              |



|   |                                    |                                 |                              |
|---|------------------------------------|---------------------------------|------------------------------|
| YSU 7   | Monitoring Youth Service Providers |                                 |                              |
| DESCRIPTION   |                                    |                                 |                              |
| Monitor and report on youth service providers who receive funding from the Ministry of Education, Youth, Sports, Agriculture and Lands. Offer support to these providers such that they are able to offer vibrant programmes which reflect the goals and objectives held in the National Youth Policy. Offer feedback and recommendations to the Ministry on opportunities for partnership improvements to effect positive change in society. |                                    |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022    | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Number of progress reports prepared</li></ul>   | 20-30                              | 20-30                           | 24                           |
| <ul style="list-style-type: none"><li>Number of Life Skills presentations conducted by Unit staff to youth in service provider groups</li></ul>   | 9                                  | 9                               | 9                            |
| <ul style="list-style-type: none"><li>Number of annual performance reports/requests for further funding from youth service providers on behalf of the Ministry of Youth, Sports, Culture and Heritage</li></ul>   | 12-16                              | 12-16                           | 12                           |
| <ul style="list-style-type: none"><li>Maintenance of Youth Service Provider Directory</li></ul>   | 1                                  | 1                               | 1                            |
| QUALITY   |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Prepared in accordance with Unit standards and senior management review</li></ul>   | 100%                               | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Presentations delivered by qualified youth workers</li></ul>  | 100%                               | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>A robust, well-researched annual performance report signed by senior management</li></ul>   | 100%                               | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>A comprehensive update of the listing of the service providers in the 3 Cayman Islands – with exception of sporting organizations – the offer programming of interest to youth ages 10-25 years</li></ul>   | 100%                               | 100%                            | 100%                         |
| TIMELINESS  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Progress reports prepared within 3-4 working days</li></ul>   | 100%                               | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Presentations delivered in less than 30 minutes with a 5-10 minute period of audience questions, comments and observations</li></ul>  | 100%                               | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Annual performance report vetted, queried and presented to Ministry of Youth, Sports, Culture and Heritage</li></ul>  | 100%                               | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Directory completed by December in each year</li></ul>  | 100%                               | 100%                            | 100%                         |
| LOCATION  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman and Cayman Brac</li></ul>  | 35%                                | 35%                             | 35%                          |
| COST  |                                    |                                 |                              |
|   | \$235,412                          | \$238,197                       | \$185,115                    |
| RELATED BROAD OUTCOME:  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |                                    |                                 |                              |

|   |   |  |  |
|---|---|--|--|
| YSU 8   | Youth Leadership Programmes and Governance  |  |  |
| <b>DESCRIPTION</b><br>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. <ul style="list-style-type: none"><li>YouthFlex Radio Show</li><li>My FAN Club</li><li>Cayman Islands Youth Assembly</li><li>Proud Of Them Recognition Campaign</li><li>Cayman Islands Youth Ambassador Programme</li><li>Youth Advisory Board</li><li>National Youth Culinary Programme</li><li>4H Association</li><li>Scouts Training</li></ul> |   |  |  |
| <b>MEASURES</b>   | <b>2022<br/>1 Jan to<br/>31 Dec 2022</b>  | <b>2023<br/>1 Jan to<br/>31 Dec 2023</b>   | <b>2021<br/>12-Month<br/>Forecast</b>  |
| <b>QUANTITY</b> <ul style="list-style-type: none"><li>Deliver Proud of Them Youth Initiative via public nomination process</li><li>Number of meetings facilitated for the Cayman Islands Youth Assembly</li><li>Number of Youth Dialogues facilitated by the Youth Services Unit and the Cayman Islands Youth Assembly</li><li>Number of Youth Forums facilitated by the Youth Services Unit and the Cayman Islands Youth Assembly</li><li>Number of Unit newsletters produced</li><li>Number of radio shows produced</li><li>Number of Summer Camps produced</li><li>Number of Special Events</li><li>Research report on an identified youth related issue</li><li>Number of FAN Club meetings</li><li>Number of Scouts training sessions</li><li>Number of Youth Ambassador training sessions and trips to regional or international forums</li><li>Number of 4H Club meetings during pilot in schools and communities</li><li>Youth Advisory Board meetings and events</li><li>Number of Culinary masterclasses and competitions</li></ul>   | 1<br>20-25<br>2<br><br>1<br>4<br>20-30<br>2<br>3<br>1<br>20-25<br>12-14<br>1-6<br>25-30<br>4-6<br>13-15       | 1<br>20-25<br>2<br><br>1<br>4<br>20-30<br>2<br>3<br>1<br>20-25<br>12-14<br>1-6<br>25-30<br>4-6<br>13-15    | 1<br>20<br>2<br><br>1<br>4<br>30<br>2<br>3<br>1<br>25<br>14<br>N/A<br>N/A<br>N/A<br>N/A            |
| <b>QUALITY</b> <ul style="list-style-type: none"><li>Track public comments in local media and on social media</li><li>Meets best practice standards for productive meetings</li><li>Meet best practice standards of qualitative research reporting</li><li>Meet best practice standards for forum event and reporting</li><li>Meet Ethical Journalism Network standards for newsletters</li><li>Adheres to BBC Editorial Values</li><li>Meets the camp standards established by the Youth Services Unit</li><li>Meets the standard for coordinating a Special Event as held by the Youth Services Unit</li><li>Meets generally accepted academic standards for research</li><li>Meets the standard established by the Youth Services Unit of a meaningful and well-produced youth event</li><li>Meets best practice standards for productive meetings</li><li>Meets the standards of excellence for productive training sessions as set forth by the Scouts Association</li><li>Youth Ambassadors attend recognized CARICOM or other youth forum of workshops and local training sessions</li><li>Meets best practice standards for productive 4H meetings</li></ul>  | 100%<br>100%<br>80-100%<br>100%<br>100%<br>100%<br>100%<br>80-100%<br>100%<br>80-100%<br>100%<br>100%<br>100% | 100%<br>100%<br>80-100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>80-100%<br>100%<br>100%<br>100% | 0%<br>100%<br>80-100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>N/A<br>N/A<br>N/A |

|  |  |  |   |
|--|--|--|---|
| <ul style="list-style-type: none"> <li>Meets best practice standards for productive YAB meetings</li> <li>Master-classes and competitions meet Food and Hospitality Industry standards</li> </ul>  | 100%<br>100%   | 100%<br>100%   | N/A<br>N/A  |
| <b>TIMELINESS</b>  |  |  |   |
| <ul style="list-style-type: none"> <li>Update 15 billboards in January and highlight the 15 honourees through to December</li> <li>Four working days to debrief and sift through material presented and discussed from the previous meeting and assimilate and present that material at the next week's CIYA meeting</li> <li>Dialogues held in October and February 2022 and 2023</li> <li>Forum with youth held November 2021 and 2022</li> <li>Newsletters produced quarterly</li> <li>Radio shows broadcast weekly – Wednesdays at 4pm</li> <li>Summer camp held July 2022 and 2023</li> <li>Special Events held September 2022 and 2023, March 2022 and 2023 (Brac Spring Weekend, Youth Worker Training November 2022 and 2023)</li> <li>Researched report submitted end of December 2022 and 2023</li> <li>Four working days to debrief and sift through material presented and discussed from the previous meeting and assimilate and present that material at the next week's FAN meeting</li> <li>Training presented in a sequence that assists the leaders in adding these new skills to his/her present knowledge base such that youth can achieve maximum benefit from their leader's training</li> <li>Reports submitted to YSU on trip abroad using YSU reporting format within 3 weeks of returning from the trip</li> <li>Annual report of 4H club meetings and events for schools and community clubs</li> <li>Annual Report on Youth Advisory Board meetings and event</li> <li>Annual Report on National Youth Culinary Programme tranche and events based on YSU reporting standards</li> </ul> | 80-100%<br>80-100%<br><br>100%<br>100%<br>100%<br>80-100%<br>100%<br>100%<br>80-100%<br>100%<br>80-100%<br>80-100%<br>80-100%<br>80-100%<br>100%<br>100%<br>100%<br>100% | 80-100%<br>80-100%<br><br>100%<br>100%<br>100%<br>80-100%<br>80-100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100% | N/A<br>80-100%<br><br>100%<br>100%<br>100%<br>80-100%<br>25%<br><br>100%<br><br>N/A<br>20%<br>N/A<br>100% |
| <b>LOCATION</b>  |  |  |   |
| <ul style="list-style-type: none"> <li>Cayman Islands</li> </ul>   | 65%  | 65%  | 65%   |
| <b>COST</b>  |  |  |   |
|  | <b>\$413,888</b>   | <b>\$411,102</b>   | <b>\$343,785</b>  |
| <b>RELATED BROAD OUTCOME:</b>  |  |  |   |
| <ul style="list-style-type: none"> <li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li> </ul>   |  |  |   |

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

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**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**

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# FINANCIAL STATEMENTS

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

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**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<br>Forecast 2021 | STATEMENT OF FINANCIAL POSITION      | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------------|------|-------------------------|-------------------------|
|                           | <b>Current Assets</b>                |      |                         |                         |
| 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                   |
| <b>5,594,765</b>          | <b>Total Current Assets</b>          |      | <b>6,714,378</b>        | <b>7,866,219</b>        |
|                           | <b>Non-Current Assets</b>            |      |                         |                         |
| -                         | 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               |
| <b>8,584,857</b>          | <b>Total Non-Current Assets</b>      |      | <b>8,964,244</b>        | <b>9,586,403</b>        |
|                           |                                      |      |                         |                         |
| <b>14,179,622</b>         | <b>Total Assets</b>                  |      | <b>15,678,622</b>       | <b>17,452,622</b>       |
|                           | <b>Current Liabilities</b>           |      |                         |                         |
| 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                 |      | -                       | -                       |
| <b>641,968</b>            | <b>Total Current Liabilities</b>     |      | <b>641,968</b>          | <b>641,968</b>          |
|                           | <b>Non-Current Liabilities</b>       |      |                         |                         |
| -                         | Trade payables                       | 7    | -                       | -                       |
| -                         | Other payables and accruals          | 7    | -                       | -                       |
| -                         | Unearned revenue                     | 8    | -                       | -                       |
| -                         | Employee entitlements                | 9    | -                       | -                       |
| -                         | <b>Total Non-Current Liabilities</b> |      | -                       | -                       |
|                           |                                      |      |                         |                         |
| <b>641,968</b>            | <b>Total Liabilities</b>             |      | <b>641,968</b>          | <b>641,968</b>          |
|                           |                                      |      |                         |                         |
| <b>13,537,654</b>         | <b>Net Assets</b>                    |      | <b>15,036,654</b>       | <b>16,810,654</b>       |
|                           | <b>NET WORTH</b>                     |      |                         |                         |
| 13,537,654                | Contributed capital                  |      | 15,012,654              | 16,762,654              |
| -                         | Other Reserves                       |      | -                       | -                       |
| -                         | Revaluation reserve                  |      | -                       | -                       |
| 0                         | Accumulated surpluses/(deficits)     |      | 24,000                  | 48,000                  |
| <b>13,537,654</b>         | <b>Total Net Worth</b>               |      | <b>15,036,654</b>       | <b>16,810,654</b>       |

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

| 12-Month<br>Forecast 2021 | STATEMENT OF FINANCIAL PERFORMANCE          | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|------|-------------------------|-------------------------|
|                           | <b>Revenue</b>                              |      |                         |                         |
| 2,446,562                 | Sale of goods and services                  | 10   | 7,496,229               | 7,587,106               |
| -                         | Investment revenue                          | 11   | -                       | -                       |
| -                         | Donations                                   | 12   | -                       | -                       |
| -                         | Other revenue                               |      | -                       | -                       |
| <b>2,446,562</b>          | <b>Total Revenue</b>                        |      | <b>7,496,229</b>        | <b>7,587,106</b>        |
|                           | <b>Expenses</b>                             |      |                         |                         |
| 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   | -                       | -                       |
| <b>2,446,562</b>          | <b>Total Expenses</b>                       |      | <b>7,472,229</b>        | <b>7,563,106</b>        |
|                           |   |      |                         |                         |
| <b>0</b>                  | <b>Surplus or (Deficit) for the period</b>  |      | <b>24,000</b>           | <b>24,000</b>           |
|                           |   |      |                         |                         |

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

| 12-Month<br>Forecast 2021 | CASH FLOW STATEMENT   | Note     | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|----------|-------------------------|-------------------------|
|                           | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                         |                         |
|                           | <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  |          | -                       | -                       |
| <b>19,595</b>             | <b>Net cash flows from operating activities</b>             |          | <b>1,150,498</b>        | <b>1,151,841</b>        |
|                           | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                         |                         |
| (25,000)                  | Purchase of property, plant and equipment                   |          | (1,475,000)             | (1,750,000)             |
| -                         | Proceeds from sale of property, plant and equipment         |          | -                       | -                       |
| <b>(25,000)</b>           | <b>Net cash flows from investing activities</b>             |          | <b>(1,475,000)</b>      | <b>(1,750,000)</b>      |
|                           | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                         |                         |
| 25,000                    | Equity Investment from Org 40                               |          | 1,475,000               | 1,750,000               |
| -                         | Repayment of Surplus to Org 40                              |          | -                       | -                       |
| <b>25,000</b>             | <b>Net cash flows from financing activities</b>             |          | <b>1,475,000</b>        | <b>1,750,000</b>        |
| <b>19,595</b>             | <b>Net increase/(decrease) in cash and cash equivalents</b> |          | <b>1,150,498</b>        | <b>1,151,841</b>        |
| 4,018,852                 | Cash and cash equivalents at beginning of period            |          | 4,038,447               | 5,188,945               |
| <b>4,038,447</b>          | <b>Cash and cash equivalents at end of period</b>           | <b>1</b> | <b>5,188,945</b>        | <b>6,340,786</b>        |

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<br>Capital | Accumulated<br>Surplus/<br>(deficits) | Total      |
|--|------------------------|---------------------------------------|------------|
| <b>Balance at 31 December 2020 brought forward</b>             | -                      | -                                     | -          |
| <b>Prior Year Adjustments</b>                                  |                        |                                       |            |
| Changes in accounting policy                                   | -                      | -                                     | -          |
| Accounting Errors  | -                      | -                                     | -          |
| <b>Restated balance 31 December 2020</b>                       | -                      | -                                     | -          |
| <b>Changes in net worth for 2021</b>                           |                        |                                       |            |
| 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                                   | -                      | -                                     | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 13,537,654             | -                                     | 13,537,654 |
| Surplus/(deficit) for the period 2021                          |                        | -                                     | -          |
| <b>Total recognised revenues and expenses for the period</b>   | 13,537,654             | -                                     | 13,537,654 |
| <b>Balance at 31 December 2021 carried forward</b>             | 13,537,654             | -                                     | 13,537,654 |

|  | Contributed<br>Capital | Accumulated<br>Surplus/<br>(deficits) | Total      |
|--|------------------------|---------------------------------------|------------|
| <b>Balance at 31 December 2021 brought forward</b>             | 13,537,654             | -                                     | 13,537,654 |
| <b>Prior Year Adjustments</b>                                  |                        |                                       |            |
| Changes in accounting policy                                   | -                      | -                                     | -          |
| Accounting Errors  | -                      | -                                     | -          |
| <b>Restated balance 31 December 2021</b>                       | 13,537,654             | -                                     | 13,537,654 |
| <b>Changes in net worth for 2022</b>                           |                        |                                       |            |
| 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                                   | -                      | -                                     | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 1,475,000              | -                                     | 1,475,000  |
| Surplus/(deficit) for the period 2022                          |                        | 24,000                                | 24,000     |
| <b>Total recognised revenues and expenses for the period</b>   | 1,475,000              | 24,000                                | 1,499,000  |
| <b>Balance at 31 December 2022 carried forward</b>             | 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**

|  | <b>Contributed<br/>Capital</b> | <b>Accumulated<br/>Surplus/<br/>(deficits)</b> | <b>Total</b> |
|--|--------------------------------|--|--------------|
| <b>Balance at 31 December 2022 brought forward</b>             | 15,012,654                     | 24,000   | 15,036,654   |
| <b>Prior Year Adjustments</b>                                  |                                |  |              |
| Changes in accounting policy                                   | -                              | -  | -            |
| Accounting Errors  | -                              | -  | -            |
| <b>Restated balance 31 December 2022</b>                       | 15,012,654                     | 24,000   | 15,036,654   |
| <b>Changes in net worth for 2023</b>                           |                                |  |              |
| 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                                 | -                              | -  | -            |
| <b>Net revenue / expenses recognised directly in net worth</b> | 1,750,000                      | -  | 1,750,000    |
| Surplus/(deficit) for the period 2023                          |                                | 24,000   | 24,000       |
| <b>Total recognised revenues and expenses for the period</b>   | 1,750,000                      | 24,000   | 1,774,000    |
| <b>Balance at 31 December 2023</b>                             | 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<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>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                 | <b>TOTAL</b>  | <b>5,188,945</b>        | <b>6,340,786</b>        |

NOTE 2: TRADE AND RECEIVABLES

| 12-Month<br>Forecast 2021 | Trade Receivables                         | 12-Month<br>Budget 2022 | 12-Month<br>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                                     | -                       | -                       |
| -                         | <b>Less: provision for doubtful debts</b> | -                       | -                       |
| 1,544,234                 | <b>Total trade receivables</b>            | <b>1,544,234</b>        | <b>1,544,234</b>        |

| 12-Month<br>Forecast 2021 | Description               | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---------------------------|-------------------------|-------------------------|
|                           | <b>Current</b>            |                         |                         |
| 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                  |
|                           | <b>Non-Current</b>        |                         |                         |
| -                         | Past due 1 year and above | 30,885                  | 30,885                  |
| 1,544,234                 | <b>Total</b>              | <b>1,544,234</b>        | <b>1,544,234</b>        |



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<br>Forecast 2021 | Other Receivables                       | 12-Month<br>Budget 2022 | 12-Month<br>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<br>Forecast 2021 | Description        | 12-Month<br>Budget 2022 | 12-Month<br>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<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>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<br>Forecast 2021 | Description         | 12-Month<br>Budget 2022 | 12-Month<br>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<br/>Software</i> | <i>Total</i> |
|---|------------------------------|--------------|
| <b>Balance as at 1 January 2022</b>         | -                            | -            |
| Transfers                                   | -                            | -            |
| Impairment change 2022                      | -                            | -            |
| Depreciation Expense 2022                   | 1,200                        | 1,200        |
| Eliminate on Disposal or Derecognition 2022 | -                            | -            |
| <b>Balance as at 31 December 2022</b>       | 1,200                        | 1,200        |

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

|  |   |   |
|--|---|---|
| <b>Net Book value 31 December 2021</b> | - | - |
|--|---|---|

|  |         |         |
|--|---------|---------|
| <b>Net Book value 31 December 2022</b> | (1,200) | (1,200) |
|--|---------|---------|

|  |         |         |
|--|---------|---------|
| <b>Net Book value 31 December 2023</b> | (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<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>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  | -                       | -                       |
| <b>278,493</b>            | <b>Total trade payables other payables and accruals</b> | <b>278,493</b>          | <b>278,493</b>          |

**NOTE 8: UNEARNED REVENUE**

| 12-Month<br>Forecast 2021 | Details                        | 12-Month<br>Budget 2022 | 12-Month<br>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 | -                       | -                       |
| <b>173,814</b>            | <b>Total unearned revenue</b>  | <b>173,814</b>          | <b>173,814</b>          |

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<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>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                            | -                       | -                       |
| <b>189,661</b>            | <b>Total current portion</b>                                 | <b>189,661</b>          | <b>189,661</b>          |
|                           | <i>Non-current employee entitlements are represented by:</i> |                         |                         |
| -                         | Retirement and long service leave                            | -                       | -                       |
|                           |  |                         |                         |
| <b>189,661</b>            | <b>Total employee entitlements</b>                           | <b>189,661</b>          | <b>189,661</b>          |

NOTE 10: SALES OF GOOD AND SERVICES

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

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<br>Forecast 2021 | Description                    | 12-Month<br>Budget 2022 | 12-Month<br>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                   |
| <b>2,170,852</b>          | <b>Total Personnel Costs</b>   | <b>4,570,704</b>        | <b>4,650,194</b>        |

NOTE 14: SUPPLIES AND CONSUMABLES

| 12-Month<br>Forecast 2021 | Description                             | 12-Month<br>Budget 2022 | 12-Month<br>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                 |
| <b>256,115</b>            | <b>Total Supplies &amp; consumables</b> | <b>1,775,027</b>        | <b>1,785,071</b>        |

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

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

MINISTRY OF FINANCIAL SERVICES AND  
COMMERCE

## BUDGET STATEMENTS

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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)

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## **CONTENT**

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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

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#### **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**

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# PART A

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## OWNERSHIP PERFORMANCE

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## 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 Licences, Second Hand Dealers Licences, 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

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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:

|   | <b>2022<br/>1 Jan to<br/>31 Dec 2022<br/>\$000's</b> | <b>2023<br/>1 Jan to<br/>31 Dec 2023<br/>\$000's</b> | <b>2021<br/>12-Month<br/>Forecast<br/>\$000's</b> |
|---|--|--|---|
| 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  |
| <b>OPERATING SURPLUS/DEFICIT</b>  | -  | -  | -   |
| <b>NET WORTH</b>  | <b>32,805</b>  | <b>23,280</b>  | <b>30,543</b>                                     |
| 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  |

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

## MAINTENANCE OF CAPABILITY

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

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

## 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  | <ul style="list-style-type: none"> <li>- Improvements made in Talent Management</li> <li>- Cross-training of staff</li> <li>- Review and action planning based on Engagement Survey results</li> </ul>   | Unknown                 |
| Breach in confidentiality of information   | Unchanged  | <ul style="list-style-type: none"> <li>- Use of ECM systems to manage access</li> <li>- Attention to cybersecurity in all IT system builds</li> </ul>  | Unquantifiable          |
| Business interruption due to natural disasters   | Decreased  | <ul style="list-style-type: none"> <li>- Continuity of operations plans maintained</li> <li>- Equip essential staff for remote working</li> </ul>  | Unknown                 |
| Negative media reports regarding the financial services industry   | Unchanged  | <ul style="list-style-type: none"> <li>- proactive communications</li> <li>- reactive challenge to negative reporting</li> </ul>   | Unknown                 |
| IT Systems failure   | Somewhat decreased   | <ul style="list-style-type: none"> <li>- IT upgrades throughout 2022-23</li> <li>- business continuity plan in effect</li> <li>- robust backup procedures for data</li> </ul>  | Unknown                 |
| Loss of physical files   | Significantly decreased  | <p>The electronic storage EDMS which should be less susceptible to loss was introduced in September 2009. This is continuously upgraded to gradually eliminate paper</p> <p>By Law corporate records have to be kept for 10 years.</p>   | 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  | <p>Guidance notes for new legislations or policies are generally prepared and circulated to clients and staff. Staff training is also conducted.</p> <p><b>Online System</b></p> <p>The system is continuously being upgraded and more subscribers and users added</p> <p>As at 16th August 2021 there were ____ users and a total of ____ active subscribers.</p> | 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<br>MINISTRY/PORTFOLIO    | CHANGE IN STATUS<br>FROM 2021 | ACTIONS TO MANAGE RISK   | FINANCIAL VALUE<br>OF RISK |
|---|-------------------------------|--|----------------------------|
| Unfavourable outcome of an external review. | Decreased                     | <ul style="list-style-type: none"> <li>- Greater cross-agency collaboration to review and improve platform against international standards.</li> <li>- Focus on inter-agency best-practice with regards to compliance programmes.</li> </ul>                   | Unquantifiable             |
| Staff resistance to change                  | Unchanged                     | <p>Training and active communication is ongoing.</p> <p>“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.</p> | Unquantifiable             |

#### 4. EQUITY INVESTMENTS AND WITHDRAWALS

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

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# PART B

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## OUTPUT PERFORMANCE

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## 5. OUTPUTS TO BE DELIVERED

| FSA 1   | Ministerial Services and Inter-Agency Cooperation |                                 |                              |
|---|---|---------------------------------|------------------------------|
| <b>DESCRIPTION</b>  |   |                                 |                              |
| <p>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.</p> <ul style="list-style-type: none"><li>This output comprises of several categories of activities including HR, Finance and information management support to all of the agencies under the Ministry.</li><li>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.</li></ul> |   |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022                   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| <b>QUANTITY</b>   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Development and execution of a strategic plan to facilitate the policy direction of the Minister for Financial Services and Commerce</li></ul>  | 1   | N/A                             | N/A                          |
| <ul style="list-style-type: none"><li>Production of an Annual Report</li></ul>  | 1   | 1                               | 1                            |
| <ul style="list-style-type: none"><li>Responses to FOI requests</li></ul>   | 0-3   | 0-3                             | 0-3                          |
| <b>QUALITY</b>  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Activities will be conducted in accordance with relevant legislation or best practice</li></ul>   | 100%  | 100%                            | 100%                         |
| <b>TIMELINESS</b>   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Documents produced according to statutory timelines</li></ul>   | 100%  | 100%                            | 100%                         |
| <b>LOCATION</b>   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%  | 100%                            | 100%                         |
| <b>COST</b>   |   |                                 |                              |
|   | \$2,036,597                                       | \$2,094,568                     | \$690,322                    |
| <b>RELATED BROAD OUTCOME:</b>   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Improving our financial services as an industry, product and economic driver for our islands</li></ul>  |   |                                 |                              |

| 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<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023                             | 2021<br>12-Month<br>Forecast                                |
| QUANTITY  |   |   |   |
| <ul style="list-style-type: none"><li>Cabinet Paper and Notes prepared</li><li>New legislation and amendments</li><li>Consultations conducted</li><li>Briefing and research papers</li><li>Communications strategies executed</li><li>Advisories and press releases</li><li>Statements and speeches</li></ul>   | 40-50<br>25-35<br>15-20<br>10-15<br>10-15<br>20-30<br>25-30               | 40-50<br>25-35<br>15-20<br>10-15<br>10-15<br>20-30<br>25-30 | 40-50<br>25-35<br>15-20<br>10-15<br>10-15<br>20-30<br>25-30 |
| QUALITY   |   |   |   |
| <ul style="list-style-type: none"><li>Advice and service will be complete, accurate and reviewed by management</li><li>Policy advice includes all relevant information and designed to deliver efficient and effective responses</li><li>Director vets all reports, policy papers and minutes</li><li>Communications advice, strategies and products will be delivered to agreed timeframes</li></ul> | 100%<br>100%<br>100%<br>100%  | 100%<br>100%<br>100%<br>100%                                | 100%<br>100%<br>100%<br>100%                                |
| TIMELINESS  |   |   |   |
| <ul style="list-style-type: none"><li>A proactive response to international initiatives affecting the financial services industry.</li><li>All work to be carried out within timeframes established by applicable legislation, international agreements and standards, and deadlines set by the Ministry</li></ul>  | 100%<br>100%  | 100%<br>100%  | 100%<br>100%  |
| LOCATION  |   |   |   |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%  | 100%  | 100%  |
| COST  | \$3,129,070   | \$3,429,434   | \$2,179,540   |
| RELATED BROAD OUTCOME:  |   |   |   |
| <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>  |   |   |   |

|  |  |  |   |
|--|--|--|---|
| 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<br>1 Jan to<br>31 Dec 2022  | 2023<br>1 Jan to<br>31 Dec 2023          | 2021<br>12-Month<br>Forecast                  |
| QUANTITY   |  |  |   |
| <ul style="list-style-type: none"><li>Number of consultation papers</li><li>Number of research papers and advice</li><li>Number of Regulatory Audit reports</li><li>Number of Systems Implementation</li><li>Number of IT Systems and Architectural Diagrams</li><li>Number of Project management framework</li><li>Number of Business Process Mapping</li></ul>   | 5-8<br>10-12<br>5<br>5<br>4<br>1<br>9-15   | 5-8<br>10-12<br>5<br>5<br>4<br>1<br>9-15 | N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A |
| QUALITY  |  |  |   |
| <ul style="list-style-type: none"><li>Compliance with international standards will be applied</li><li>Consultation will be conducted in an open, broad and transparent manner, followed by published recommendations that include rationale and supporting information</li><li>Director vets all reports, consultation papers, technical requirements before further distribution / submission</li></ul> | 90-100%<br>90-100%<br>90-100%  | 90-100%<br>90-100%<br>90-100%            | N/A<br>N/A<br>N/A                             |
| TIMELINESS   |  |  |   |
| <ul style="list-style-type: none"><li>System work carried out within approved timeframes</li><li>Work carried out within timeframes established by international standards and internal deadlines</li></ul>  | 90-100%<br>90-100%   | 90-100%<br>90-100%                       | N/A<br>N/A                                    |
| LOCATION   |  |  |   |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%   | 100%                                     | N/A   |
| COST   |  |  |   |
|  | \$1,708,385  | \$1,946,471                              | NIL   |
| RELATED BROAD OUTCOME:   |  |  |   |
| <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>   |  |  |   |

*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<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of legislative items finalized</li></ul>  | 3-5   | 4-6                             | N/A                          |
| <ul style="list-style-type: none"><li>Number of Cabinet notes and Papers sent to Cabinet</li></ul>   | 5-10  | 7-12                            | N/A                          |
| <ul style="list-style-type: none"><li>Number of Responses to Parliamentary Questions</li></ul>   | 1-5   | 3-8                             | N/A                          |
| <ul style="list-style-type: none"><li>Number of Speeches and Statements drafted</li></ul>  | 5-10  | 7-12                            | N/A                          |
| <ul style="list-style-type: none"><li>Number of Press Releases and Advisories issued</li></ul>   | 5-10  | 8-15                            | N/A                          |
| <ul style="list-style-type: none"><li>Number of Briefing Papers, Reports and Policy Papers</li></ul>   | 1-5   | 3-8                             | N/A                          |
| QUALITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Amendments and new legislation supported by a robust industry consultation process, analysis of current data and metrics and existing legislative provisions in comparable jurisdictions;</li></ul>  | 100%  | 100%                            | N/A                          |
| <ul style="list-style-type: none"><li>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</li></ul> | 100%  | 100%                            | N/A                          |
| <ul style="list-style-type: none"><li>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.</li></ul>  | 100%  | 100%                            | N/A                          |
| TIMELINESS   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Documents for Cabinet and Parliament submitted in accordance with established timelines; and</li></ul>   | 100%  | 100%                            | N/A                          |
| <ul style="list-style-type: none"><li>Documents provided to the Minister in accordance with requested timeframe.</li></ul>   | 100%  | 100%                            | N/A                          |
| LOCATION   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Services are delivered primarily within the Cayman Islands</li></ul>   | 100%  | 100%                            | N/A                          |
| COST   |   |                                 |                              |
|  | \$543,793   | \$550,779                       | NIL                          |
| RELATED BROAD OUTCOMES:  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li><li>Supporting climate change resilience and sustainable development</li></ul>  |   |                                 |                              |

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<br>1 Jan to<br>31 Dec 2022                                   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Organise and/or attend meetings and other opportunities to develop and enhance relations with relevant regional key stakeholders.</li></ul>  | 5-15  | 5-15                            | N/A                          |
| <ul style="list-style-type: none"><li>Report on regional issues, trends and developments, and possible actions to be undertaken by the Ministry.</li></ul>   | 10-12   | 10-12                           | N/A                          |
| <ul style="list-style-type: none"><li>Attend events and other opportunities to advocate and promote the Cayman Islands’ interests, products and reputation.</li></ul>  | 3-9   | 5-10                            | N/A                          |
| QUALITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>As determined by priority based on relevant regional issues using various channels.</li></ul>  | 90-100%   | 90-100%                         | N/A                          |
| <ul style="list-style-type: none"><li>Based on accurate and up-to-date information and including the provision of cited documents, legislation, etc.</li></ul>   | 90-100%   | 90-100%                         | N/A                          |
| <ul style="list-style-type: none"><li>In line with agreed strategic messaging.</li></ul>   | 90-100%   | 90-100%                         | N/A                          |
| TIMELINESS   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Within 3 months of office set-up and continual thereafter</li></ul>  | 90-100%   | 90-100%                         | N/A                          |
| <ul style="list-style-type: none"><li>Monthly or sooner dependent on relevance, urgency, and priority</li></ul>  | 90-100%   | 90-100%                         | N/A                          |
| <ul style="list-style-type: none"><li>Ongoing</li></ul>  | 90-100%   | 90-100%                         | N/A                          |
| LOCATION   |   |                                 |                              |
| <ul style="list-style-type: none"><li>European Union, North America and Asia</li></ul>   | 100%  | 100%                            | N/A                          |
| COST   |   |                                 |                              |
|  | \$1,184,922   | \$1,603,566                     | NIL                          |
| RELATED BROAD OUTCOME:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>   |   |                                 |                              |

*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<br>1 Jan to<br>31 Dec 2022                                   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Business Licences Issued / renewed</li></ul>  | 9,500-11,500  | 9,500-11,500                    | 6,500-7,500                  |
| <ul style="list-style-type: none"><li>Film Exhibition Premises Licences Issued / renewed</li></ul>  | 1-10  | 1-10                            | 1-10                         |
| <ul style="list-style-type: none"><li>Tobacco Permits Issued / renewed</li></ul>  | 130-150   | 130-150                         | 130-150                      |
| <ul style="list-style-type: none"><li>SEZ Trade Licences Issued / renewed</li></ul>   | 220-300   | 220-300                         | 70-120                       |
| <ul style="list-style-type: none"><li>Liquor Licences / Music and Dancing Licences Issued / renewed</li></ul>   | 500-700   | 500-700                         | 450-650                      |
| <ul style="list-style-type: none"><li>Number of businesses investigated for licensing violations (case files)</li></ul>   | 3-10  | 3-10                            | 3-10                         |
| <ul style="list-style-type: none"><li>Number of Site Visits</li></ul>   | 1,500-2,000   | 1,500-2,000                     | 1,000-1,500                  |
| QUALITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>All applications processed in accordance with standards and requirements as outlined in the relevant law</li></ul>  | 95-100%   | 95-100%                         | 95-100%                      |
| <ul style="list-style-type: none"><li>Compliance checks conducted on all new applications and on a routine basis. Investigation started within five business days of receipt of a complaint</li></ul> | 95-100%   | 95-100%                         | 95-100%                      |
| TIMELINESS  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Licence application decisions communicated within time period specified in law or as set out in published policy</li></ul>                                      | 95%   | 95%                             | 95%                          |
| LOCATION  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%  | 100%                            | 100%                         |
| COST  |   |                                 |                              |
|   | \$1,192,844   | \$1,408,990                     | \$2,581,487                  |
| RELATED BROAD OUTCOME:  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Providing Solutions to Improve the well-being of our people so they can achieve their full potential</li></ul>  |   |                                 |                              |

*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<br>1 Jan to<br>31 Dec 2022                          | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY <ul style="list-style-type: none"><li>Number of DNFBP inspections.</li></ul>   | 60-100   | 65-110                          | 35-75                        |
| QUALITY <ul style="list-style-type: none"><li>Inspections based on standards set out in the AML regulations</li></ul>   | 95%  | 95%                             | 95%                          |
| TIMELINESS <ul style="list-style-type: none"><li>Final reports issued within 45 days of inspections</li></ul>   | 95%  | 95%                             | 95%                          |
| LOCATION <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%   | 100%                            | 100%                         |
| COST  | \$813,943  | \$842,536                       | N/A                          |
| RELATED BROAD OUTCOME:  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to Improve the well-being of our people so they can achieve their full potential</li></ul>  |  |                                 |                              |

*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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of registrations of Births, Deaths, Marriages and Civil Partnerships per annum</li></ul>   | 1,500-2,000                     | 1,500-2,000                     | 1,500-2,000                  |
| <ul style="list-style-type: none"><li>Number of recordings of Public records (deed polls, wills, promissory notes affidavits, bills of sale and debentures) per annum</li></ul>   | 1,000-1,200                     | 1,000-1,200                     | 1,000-1,200                  |
| <ul style="list-style-type: none"><li>Number of Certificates per annum</li></ul>  | 70,000-100,000                  | 70,000-100,000                  | 70,000-100,000               |
| <ul style="list-style-type: none"><li>Provide training to Administration staff (sub-office) in Cayman Brac</li></ul>  | 2-4                             | 2-4                             | 2-4                          |
| <ul style="list-style-type: none"><li>87 Volumes of public records (Years 1810 - 2002) to be converted</li></ul>  | 10-15                           | 50-77                           | N/A                          |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>All registrations processed in accordance with standards and requirements as outlined in the relevant legislation</li></ul>   | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Train staff and stakeholders in the use of new systems</li></ul>  | 100%                            | 100%                            | 100%                         |
| TIMELINESS  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Registrations completed within time period specified in legislations or as set out in published policy.</li></ul>   | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Development and implementation of online systems:<ul style="list-style-type: none"><li>Civil Partnership Module – DEC 2022</li><li>Public Records – JUN 2022</li><li>Marriage System – DEC 2022</li></ul></li></ul>   | 100%                            | 100%                            | 100%                         |
| LOCATION  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman</li></ul>  | 100%                            | 100%                            | 100%                         |
| COST  |                                 |                                 |                              |
|   | \$415,501                       | \$487,933                       | \$450,075                    |
| RELATED BROAD OUTCOME:  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>  |                                 |                                 |                              |

|  |                                       |                                 |                              |
|--|---------------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022       | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>Number of benevolent entities register per annum;</li></ul>  | 15-25                                 | 15-25                           | 15-25                        |
| <ul style="list-style-type: none"><li>Number of cancellation and suspension of benevolent entities;</li></ul>  | 1-8                                   | 1-8                             | 1-8                          |
| <ul style="list-style-type: none"><li>Number of recordings of filings (annual returns, reports of the review of financial statements);</li></ul>                           | 200-225                               | 225-300                         | 170-200                      |
| <ul style="list-style-type: none"><li>Number of statistics published on NPO activities</li></ul>   | 10-12                                 | 10-12                           | 10-12                        |
| <ul style="list-style-type: none"><li>Number of Outreach sessions per annum</li></ul>  | 1-4                                   | 1-4                             | 1-4                          |
| <ul style="list-style-type: none"><li>Number of audits per annum</li></ul>   | 6-12                                  | 10-15                           | 1-6                          |
| QUALITY  |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>Process all applications in accordance with the relevant Legislations, regulations and policies</li></ul>                            | 100%                                  | 100%                            | 100%                         |
| TIMELINESS   |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>Meet published turnaround time for NPO applications: Registration - Thirty (30) days; Changes</li></ul>                              | 100%                                  | 100%                            | 100%                         |
| LOCATION   |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman</li></ul>   | 100%                                  | 100%                            | 100%                         |
| COST   |                                       |                                 |                              |
|  | \$78,811                              | \$64,719                        | \$61,231                     |
| RELATED BROAD OUTCOME:   |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>                                 |                                       |                                 |                              |

| 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.<br>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<br>1 Jan to<br>31 Dec 2022                   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |   |                                 |                              |
| • Number of legal entities and arrangements registered per annum  | 14,000-20,000                                     | 14,000-20,000                   | 14,000-20,000                |
| • Number of termination Requests processed for the legal entities and arrangements  | 11,000-15,000                                     | 11,000-15,000                   | 11,000-15,000                |
| • Number of recordings of filings for legal entities and arrangements (Annual Returns, changes to particulars, registers etc.)  | 200,000-300,000                                   | 200,000-300,000                 | 200,000-300,000              |
| • Number of stakeholder outreach sessions   | 4-6   | 4-6                             | 2-4                          |
| QUALITY   |   |                                 |                              |
| • All registrations processed in accordance with standards and requirements as outlined in the relevant legislation   | 100%  | 100%                            | 100%                         |
| • 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.  | 100%  | 100%                            | 100%                         |
| • Beneficial Ownership Information to be held secured and confidential in accordance with Beneficial Ownership legislative provisions, amended Police Legislation and policies  | 100%  | 100%                            | 100%                         |
| TIMELINESS  |   |                                 |                              |
| • Applications to be completed within time period specified in legislations or as set out in published policy   | 100%  | 100%                            | 100%                         |
| • Systems implementation and staff training for new services to be completed prior to commencement of the relevant legislation.   | 100%  | 100%                            | 100%                         |
| • Conversion of Trust records expected to be completed by the ending of 2023.   | 100%  | 100%                            | 100%                         |
| • Collaborate with the Ministry to develop legislation within agreed or published timeframes  | 100%  | 100%                            | 100%                         |
| • Responses to legislative consultation requests to be provided within agreed timeframe   | 100%  | 100%                            | 100%                         |
| • System to facilitate the public register for BO to be implemented before commencement of relevant legislation.  | 100%  | 100%                            | 100%                         |
| • The Action Plan is to be implemented by 5 January 2022.   | 100%  | 100%                            | 100%                         |
| • To complete migration of all registers of legal entities and arrangements online by end of 2023.  | 100%  | 100%                            | 100%                         |
| • Transfer other defunct/dissolved files from the filing room at the Government building to the warehouse by end of June 2022   | 100%  | 100%                            | 100%                         |
| • Implementation of customer service initiative by March 2022   | 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 industrv. product and economic driver for our islands  |   |                                 |                              |

*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       |  |   |
|--|--|--|---|
| <b>DESCRIPTION</b><br><br>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.  |  |  |   |
| <b>MEASURES</b>  | <b>2022<br/>1 Jan to<br/>31 Dec 2022</b>             | <b>2023<br/>1 Jan to<br/>31 Dec 2023</b>             | <b>2021<br/>12-Month<br/>Forecast</b>           |
| <b>QUANTITY</b> <ul style="list-style-type: none"><li>Number of ongoing compliance audits conducted on submissions made by corporate service providers</li><li>Number of reports prepared (Exchange of Notes (EoN) – CFATF, FATF and Joint Group)</li><li>Number of Outreach sessions per annum</li></ul>  | 250-300<br><br>3-5<br><br>2-3                        | 300-350<br><br>3-5<br><br>2-3                        | N/A<br><br>N/A<br><br>N/A                       |
| <b>QUALITY</b> <ul style="list-style-type: none"><li>Audits to be performed in accordance with EoN and Department BO policy</li><li>Good standing certificate to attests to compliance with all explicit statutory obligations.</li><li>Assess and levy fines for all instances of non-compliance in accordance with legislation</li></ul>   | 100%<br><br>100%<br><br>100%                         | 100%<br><br>100%<br><br>100%                         | N/A<br><br>N/A<br><br>N/A                       |
| <b>TIMELINESS</b> <ul style="list-style-type: none"><li>Compliance audits to be performed quarterly</li><li>Non-compliance to be reported to the relevant entity within 30 days of finding</li><li>Provide information within agreed turnaround time in accordance with legislation, MoUs and policies requests per annum</li><li>System to facilitate the enhanced good standing framework to be implemented before commencement of relevant legislation.</li><li>All new vacancies to be filled within 6 month of agreed recruitment period.</li></ul> | 100%<br><br>100%<br><br>100%<br><br>100%<br><br>100% | 100%<br><br>100%<br><br>100%<br><br>100%<br><br>100% | N/A<br><br>N/A<br><br>N/A<br><br>N/A<br><br>N/A |
| <b>LOCATION</b> <ul style="list-style-type: none"><li>Grand Cayman</li></ul>   | 100%   | 100%   | N/A   |
| <b>COST</b>  | <b>\$1,107,424</b>                                   | <b>\$1,155,567</b>                                   | <b>NIL</b>                                      |
| <b>RELATED BROAD OUTCOME:</b> <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>   |  |  |   |

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<br>1 Jan to<br>31 Dec 2022          | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY <ul style="list-style-type: none"><li>Number of exchange relationships with treaty partners</li></ul>   | 100-120                                  | 100-120                         | 115-125                      |
| QUALITY <ul style="list-style-type: none"><li>All functions to be performed in accordance with statutory and treaty obligations</li></ul>  | 100%                                     | 100%                            | 100%                         |
| TIMELINESS <ul style="list-style-type: none"><li>All work to be carried out within timeframes established by applicable legislation, international agreements and standards</li></ul>  | 100%                                     | 100%                            | 100%                         |
| LOCATION <ul style="list-style-type: none"><li>Services are delivered primarily within the Cayman Islands</li></ul>  | 100%                                     | 100%                            | 100%                         |
| COST   | \$1,958,300                              | \$2,161,605                     | \$1,314,898                  |
| RELATED BROAD OUTCOME:   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>   |  |                                 |                              |

|  |   |                                 |                              |
|--|---|---------------------------------|------------------------------|
| 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 on 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<br>1 Jan to<br>31 Dec 2022         | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY <ul style="list-style-type: none"><li>Number of meetings, working groups and bilateral engagements</li></ul>  | 25-30                                   | 25-30                           | 25-30                        |
| QUALITY <ul style="list-style-type: none"><li>All engagement and meeting attendance to be carried out within the relevant parameters for the relevant international initiatives and meetings</li></ul>   | 100%                                    | 100%                            | 100%                         |
| TIMELINESS <ul style="list-style-type: none"><li>All work to be carried out within timeframes established by international agreements and standards, and deadlines set by international organization agendas</li></ul>   | 95-100%                                 | 95-100%                         | 95-100%                      |
| LOCATION <ul style="list-style-type: none"><li>Services are delivered primarily in various global locations set for meetings</li></ul>   | 100%                                    | 100%                            | 100%                         |
| COST   | \$249,873                               | \$238,973                       | \$589,762                    |
| RELATED BROAD OUTCOME:   |   |                                 |                              |
| ul <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>  |   |                                 |                              |

|   |  |                                 |                              |
|---|--|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022                | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY <ul style="list-style-type: none"><li>Number of hours analysing data, making assessments, and carrying out compliance and enforcement.</li></ul>   | 12,000-15,000                                  | 17,000-22,000                   | 7,000-9,000                  |
| QUALITY <ul style="list-style-type: none"><li>All functions to be performed in accordance with legal requirements and international standards.</li></ul>  | 100%   | 100%                            | 100%                         |
| TIMELINESS <ul style="list-style-type: none"><li>All work to be carried out within timeframes established by applicable legislation, international agreements and standards.</li></ul>  | 95-100%  | 95-100%                         | 95-100%                      |
| LOCATION <ul style="list-style-type: none"><li>Services are delivered primarily within the Cayman Islands</li></ul>   | 100%   | 100%                            | 100%                         |
| COST  | \$1,783,934                                    | \$2,387,628                     | \$995,884                    |
| RELATED BROAD OUTCOME:  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Improve our financial services as an industry, product and economic driver for our islands</li></ul>  |  |                                 |                              |



|  |                                 |                                 |                              |
|--|---------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Annual Roundtable meeting for National Maritime Strategy III Code Compliance;</li></ul>  | 1                               | 1                               | N/A                          |
| <ul style="list-style-type: none"><li>Number of meetings of the National Maritime Strategy III Code Compliance Steering Group (NMSIIICCSG)</li></ul>   | 4-6                             | 4-6                             | N/A                          |
| <ul style="list-style-type: none"><li>Number of progress reports on action taken to address IMO audit findings</li></ul>   | 1-6                             | 1-6                             | N/A                          |
| QUALITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Roundtable meeting includes all relevant stakeholders per the National Strategy;</li></ul>   | 100%                            | 100%                            | N/A                          |
| <ul style="list-style-type: none"><li>Meetings include relevant key stakeholders and minutes reflecting all discussions/ decisions taken and circulated to all members;</li></ul>  | 100%                            | 100%                            | N/A                          |
| <ul style="list-style-type: none"><li>Reports are accurate, inclusive of relevant stakeholder feedback/ consultation where appropriate, and prepared in accordance with required templates/ formats.</li></ul>   | 100%                            | 100%                            | N/A                          |
| TIMELINESS   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Meetings held per established timelines;</li></ul>   | 100%                            | 100%                            | N/A                          |
| <ul style="list-style-type: none"><li>Reports submitted in accordance with required deadlines.</li></ul>   | 100%                            | 100%                            | N/A                          |
| LOCATION   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Services are delivered primarily within the Cayman Islands.</li></ul>  | 100%                            | 100%                            | N/A                          |
| COST   |                                 |                                 |                              |
|  | \$1,084,554                     | \$1,225,217                     | NIL                          |
| RELATED BROAD OUTCOMES:  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li><li>Supporting climate change resilience and sustainable development</li></ul>  |                                 |                                 |                              |

*Note: NMS 1 is a newly defined output.*

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**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**

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# FINANCIAL STATEMENTS

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

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**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<br>Forecast 2021 | STATEMENT OF FINANCIAL POSITION      | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------------|------|-------------------------|-------------------------|
|                           | <b>Current Assets</b>                |      |                         |                         |
| 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                 |
| <b>30,175,323</b>         | <b>Total Current Assets</b>          |      | <b>30,817,687</b>       | <b>31,972,567</b>       |
|                           | <b>Non-Current Assets</b>            |      |                         |                         |
| -                         | 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                 |
| <b>1,103,056</b>          | <b>Total Non-Current Assets</b>      |      | <b>2,722,111</b>        | <b>4,487,857</b>        |
|                           |                                      |      |                         |                         |
| <b>31,278,379</b>         | <b>Total Assets</b>                  |      | <b>33,539,798</b>       | <b>36,460,424</b>       |
|                           | <b>Current Liabilities</b>           |      |                         |                         |
| 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                 |      | -                       | -                       |
| <b>735,100</b>            | <b>Total Current Liabilities</b>     |      | <b>735,100</b>          | <b>735,100</b>          |
|                           | <b>Non-Current Liabilities</b>       |      |                         |                         |
| -                         | Trade payables                       | 7    | -                       | -                       |
| -                         | Other payables and accruals          | 7    | -                       | -                       |
| -                         | Unearned revenue                     | 8    | -                       | -                       |
| -                         | Employee entitlements                | 9    | -                       | -                       |
| -                         | <b>Total Non-Current Liabilities</b> |      | <b>-</b>                | <b>-</b>                |
|                           |                                      |      |                         |                         |
| <b>735,100</b>            | <b>Total Liabilities</b>             |      | <b>735,100</b>          | <b>735,100</b>          |
|                           |                                      |      |                         |                         |
| <b>30,543,279</b>         | <b>Net Assets</b>                    |      | <b>32,804,698</b>       | <b>35,725,324</b>       |
|                           | <b>NET WORTH</b>                     |      |                         |                         |
| 30,662,811                | Contributed capital                  |      | 32,924,230              | 35,844,857              |
| -                         | Other Reserves                       |      | -                       | -                       |
| -                         | Revaluation reserve                  |      | -                       | -                       |
| (119,532)                 | Accumulated surpluses/(deficits)     |      | (119,532)               | (119,532)               |
| <b>30,543,279</b>         | <b>Total Net Worth</b>               |      | <b>32,804,698</b>       | <b>35,725,325</b>       |

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

| 12-Month<br>Forecast 2021 | STATEMENT OF FINANCIAL PERFORMANCE          | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|------|-------------------------|-------------------------|
|                           | <b>Revenue</b>                              |      |                         |                         |
| 16,830,322                | Sale of goods and services                  | 10   | 23,280,410              | 26,279,231              |
| -                         | Investment revenue                          | 11   | -                       | -                       |
| -                         | Donations                                   | 12   | -                       | -                       |
| -                         | Other revenue                               |      | -                       | -                       |
| <b>16,830,322</b>         | <b>Total Revenue</b>                        |      | <b>23,280,410</b>       | <b>26,279,231</b>       |
|                           | <b>Expenses</b>                             |      |                         |                         |
| 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   | -                       | -                       |
| <b>16,830,322</b>         | <b>Total Expenses</b>                       |      | <b>23,280,410</b>       | <b>26,279,231</b>       |
| -                         | <b>Surplus or (Deficit) for the period</b>  |      | <b>(0)</b>              | <b>(0)</b>              |

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

| 12-Month<br>Forecast 2021 | CASH FLOW STATEMENT   | Note     | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|----------|-------------------------|-------------------------|
|                           | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                         |                         |
|                           | <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)               |
| <b>5,483,034</b>          | <b>Net cash flows from operating activities</b>             |          | <b>149,788</b>          | <b>921,667</b>          |
|                           | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                         |                         |
| (521,880)                 | Purchase of property, plant and equipment                   |          | (2,261,419)             | (2,920,627)             |
| -                         | Proceeds from sale of property, plant and equipment         |          | -                       | -                       |
| <b>(521,880)</b>          | <b>Net cash flows from investing activities</b>             |          | <b>(2,261,419)</b>      | <b>(2,920,627)</b>      |
|                           | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                         |                         |
| 6,259,166                 | Equity Investment from Org 40                               |          | 2,261,419               | 2,920,627               |
| -                         | Repayment of Surplus to Org 40                              |          | -                       | 0                       |
| <b>6,259,166</b>          | <b>Net cash flows from financing activities</b>             |          | <b>2,261,419</b>        | <b>2,920,627</b>        |
|                           |   |          |                         |                         |
| <b>11,220,320</b>         | <b>Net increase/(decrease) in cash and cash equivalents</b> |          | <b>149,788</b>          | <b>921,667</b>          |
| 17,429,945                | Cash and cash equivalents at beginning of period            |          | 28,650,265              | 28,800,053              |
| <b>28,650,265</b>         | <b>Cash and cash equivalents at end of period</b>           | <b>1</b> | <b>28,800,053</b>       | <b>29,721,720</b>       |
|                           |   |          |                         |                         |

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

|  | Contributed<br>Capital | Accumulated<br>Surplus/<br>(deficits) | Total        |
|--|------------------------|---------------------------------------|--------------|
| <b>Balance at 31 December 2020 brought forward</b>             | 53,926,343             | (873,009)                             | 53,053,334   |
| <b>Prior Year Adjustments</b>                                  |                        |                                       |              |
| Changes in accounting policy                                   | -                      | -                                     | -            |
| Accounting Errors  | -                      | -                                     | -            |
| <b>Restated balance 31 December 2020</b>                       | 53,926,343             | (873,009)                             | 53,053,334   |
| <b>Changes in net worth for 2021</b>                           |                        |                                       |              |
| 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                                   | -                      | -                                     | -            |
| <b>Net revenue / expenses recognised directly in net worth</b> | (23,263,532)           | 753,477                               | (22,510,055) |
| Surplus/(deficit) for the period 2021                          | -                      | -                                     | -            |
| <b>Total recognised revenues and expenses for the period</b>   | (23,263,532)           | 753,477                               | (22,510,055) |
|  |                        |                                       |              |
| <b>Balance at 31 December 2021 carried forward</b>             | 30,662,811             | (119,532)                             | 30,543,279   |

|  | Contributed<br>Capital | Accumulated<br>Surplus/<br>(deficits) | Total      |
|--|------------------------|---------------------------------------|------------|
| <b>Balance at 31 December 2021 brought forward</b>             | 30,662,811             | (119,532)                             | 30,543,279 |
| <b>Prior Year Adjustments</b>                                  |                        |                                       |            |
| Changes in accounting policy                                   | -                      | -                                     | -          |
| Accounting Errors  | -                      | -                                     | -          |
| <b>Restated balance 31 December 2021</b>                       | 30,662,811             | (119,532)                             | 30,543,279 |
| <b>Changes in net worth for 2022</b>                           |                        |                                       |            |
| 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          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 2,261,419              | 0                                     | 2,261,419  |
| Surplus/(deficit) for the period 2022                          | -                      | (0)                                   | (0)        |
| <b>Total recognised revenues and expenses for the period</b>   | 2,261,419              | -                                     | 2,261,419  |
| <b>Balance at 31 December 2022 carried forward</b>             | 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<br>Capital | Accumulated<br>Surplus/<br>(deficits) | Total      |
|--|------------------------|---------------------------------------|------------|
| <b>Balance at 31 December 2022 brought forward</b>             | 32,924,230             | (119,532)                             | 32,804,698 |
| <b>Prior Year Adjustments</b>                                  |                        |                                       |            |
| Changes in accounting policy                                   | -                      | -                                     | -          |
| Accounting Errors  | -                      | -                                     | -          |
| <b>Restated balance 31 December 2022</b>                       | 32,924,230             | (119,532)                             | 32,804,698 |
| <b>Changes in net worth for 2023</b>                           |                        |                                       |            |
| 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                                 | -                      | -                                     | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 2,920,627              | -                                     | 2,920,627  |
| Surplus/(deficit) for the period 2023                          |                        | (0)                                   | (0)        |
| <b>Total recognised revenues and expenses for the period</b>   | 2,920,627              | (0)                                   | 2,920,627  |
| <b>Balance at 31 December 2023</b>                             | 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<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>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                | <b>TOTAL</b>  | <b>28,800,052</b>       | <b>29,721,718</b>       |

NOTE 2: TRADE AND OTHER RECEIVABLES

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

| 12-Month<br>Forecast 2021 | Description               | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---------------------------|-------------------------|-------------------------|
|                           | <b>Current</b>            |                         |                         |
| 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                  |
|                           | <b>Non-Current</b>        |                         |                         |
| -                         | Past due 1 year and above | 33,509                  | 38,268                  |
| 1,149,361                 | <b>Total</b>              | <b>1,675,447</b>        | <b>1,913,420</b>        |

| 12-Month<br>Forecast 2021 | Other Receivables              | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------|-------------------------|-------------------------|
| 698                       | Dishonoured cheques            | 698                     | 698                     |
| 225,000                   | Other                          | 225,000                 | 225,000                 |
| 225,698                   | <b>Total other receivables</b> | <b>225,698</b>          | <b>225,698</b>          |

| 12-Month<br>Forecast 2021 | Description        | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------|-------------------------|-------------------------|
|                           | <b>Current</b>     |                         |                         |
| 225,698                   | Past due 1-30 days | 225,698                 | 225,698                 |
| 225,698                   | <b>Total</b>       | <b>225,698</b>          | <b>225,698</b>          |

**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              |
| <b>150,000</b>         | <b>Total</b>        | <b>150,000</b>       | <b>150,000</b>       |

**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           | 10,898,030     | 1,731,242      | 844,460   | 74,087       | 61,853,750   |
| Additions                      | -           | 179,092             | 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)       | (517,930)        | (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<br/>Software</i> | <i>Total</i> |
|---------------------------------------|------------------------------|--------------|
| <b>Balance as at 1 January 2021</b>   | 2,474,542                    | 2,474,542    |
| Additions                             | 30,000                       | 30,000       |
| Disposals and Derecognition           | -                            | -            |
| Revaluation                           | -                            | -            |
| Transfers                             | (294,503)                    | (294,503)    |
| <b>Balance as at 31 December 2021</b> | 2,210,039                    | 2,210,039    |

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

|                                       | <i>Computer<br/>Software</i> | <i>Total</i> |
|---------------------------------------|------------------------------|--------------|
| <b>Balance as at 1 January 2023</b>   | 4,066,458                    | 4,066,458    |
| Additions                             | 2,527,627                    | 2,527,627    |
| Disposals and Derecognition           | -                            | -            |
| Revaluation                           | -                            | -            |
| Transfers                             | -                            | -            |
| <b>Balance as at 31 December 2023</b> | 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<br/>Software</i> | <i>Total</i> |
|---|------------------------------|--------------|
| <b>Balance as at 1 January 2021</b>         | 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 | -                            | -            |
| <b>Balance as at 31 December 2021</b>       | 1,753,413                    | 1,753,413    |

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

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

|  |           |           |
|--|-----------|-----------|
| <b>Net Book value 31 December 2021</b> | 456,626   | 456,626   |
| <b>Net Book value 31 December 2022</b> | 2,045,645 | 2,045,645 |
| <b>Net Book value 31 December 2023</b> | 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<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>337,460</b>            | <b>Total trade payables other payables and accruals</b> | <b>337,460</b>          | <b>337,460</b>          |

NOTE 9: EMPLOYEE ENTITLEMENTS

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

NOTE 10: SALE OF GOODS AND SERVICES

| 12-Month<br>Forecast 2021 | Revenue type                               | 12-Month<br>Budget 2022 | 12-Month<br>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               |
| <b>16,830,322</b>         | <b>Total sales of goods and services</b>   | <b>23,280,410</b>       | <b>26,279,231</b>       |
|                           | <b>Fees and Charges</b>                    |                         |                         |
| 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                 | <b>Fees &amp; Charges</b>                  | <b>3,175,048</b>        | <b>3,318,192</b>        |
|                           |  |                         |                         |
|                           | <b>Sales of Outputs to Cabinet</b>         |                         |                         |
| 13,792,334                | Sales of Outputs to Cabinet                | 20,105,362              | 22,961,039              |
| 13,792,334                | <b>Total Sales of Outputs to Cabinet</b>   | <b>20,105,362</b>       | <b>22,961,039</b>       |
|                           |  |                         |                         |
| <b>16,830,322</b>         | <b>Total Goods and Services</b>            | <b>23,280,410</b>       | <b>26,279,231</b>       |
|                           |  |                         |                         |

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<br>Forecast 2021 | Description                    | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>12,114,725</b>         | <b>Total Personnel Costs</b>   | <b>15,714,181</b>       | <b>17,902,611</b>       |

NOTE 14: SUPPLIES AND CONSUMABLES

| 12-Month<br>Forecast 2021 | Description                             | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>4,373,906</b>          | <b>Total Supplies &amp; consumables</b> | <b>6,640,356</b>        | <b>6,966,980</b>        |

NOTE 15: LITIGATION COST

| 12-Month<br>Forecast 2021 | Litigation Cost              | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|------------------------------|-------------------------|-------------------------|
| 56,200                    | Legal Fees                   | 250,000                 | 250,000                 |
| <b>56,200</b>             | <b>Total Litigation cost</b> | <b>250,000</b>          | <b>250,000</b>          |

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

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

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<br>Forecast 2021 | Description                                   | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|-------------------------|-------------------------|
| 2,123                     | Salaries & other short-term employee benefits | 2,643                   | 2,666                   |
| 2,123                     | <b>Total</b>                                  | 2,643                   | 2,666                   |

MINISTRY OF INVESTMENT, INNOVATION AND  
SOCIAL DEVELOPMENT

## BUDGET STATEMENTS

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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)

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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

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#### 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

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# PART A

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## OWNERSHIP PERFORMANCE

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## 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:

|   | <b>2022<br/>1 Jan to<br/>31 Dec 2022<br/>\$000's</b> | <b>2023<br/>1 Jan to<br/>31 Dec 2023<br/>\$000's</b> | <b>2021<br/>12-Month<br/>Forecast<br/>\$000's</b> |
|---|--|--|---|
| 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  |
| <b>OPERATING SURPLUS/DEFICIT</b>  | <b>315</b>   | <b>278</b>   | <b>(148)</b>                                      |
| <b>NET WORTH</b>  | <b>13,779</b>  | <b>13,311</b>  | <b>8,340</b>                                      |
| 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   |

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

## MAINTENANCE OF CAPABILITY

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

|   | 2022<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>PHYSICAL CAPITAL MEASURES</b>            |  |  |   |
| 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<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|--|--|--|---|
| <b>MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS</b> |  |  |   |
| NONE   | -  | -  | -                                       |
| <b>TOTAL</b>   | 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<br>MINISTRY/PORTFOLIO  | CHANGE IN STATUS<br>FROM 2021 | ACTIONS TO MANAGE RISK   | FINANCIAL VALUE<br>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                     | <ul style="list-style-type: none"> <li>• Exercise all due care and best practice</li> <li>• Liability Insurance in place</li> <li>• Training has occurred in relation to risk reduction/safe management of clients</li> <li>• Pre-visit risk assessments are undertaken for all community outings</li> <li>• Policy/procedures in production to further mitigate risk</li> </ul> | Unquantifiable             |

#### 4. EQUITY INVESTMENTS AND WITHDRAWALS

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

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# PART B

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## OUTPUT PERFORMANCE

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## 5. OUTPUTS TO BE DELIVERED

| MIT 1   | Guidance, Promotion and Information to Foreign Stakeholders and Other Business/Economic Development |                                    |                              |
|---|---|------------------------------------|------------------------------|
| <b>DESCRIPTION</b>  |   |                                    |                              |
| 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<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023    | 2021<br>12-Month<br>Forecast |
| <b>QUANTITY</b> <ul style="list-style-type: none"><li>Capacity to execute international promotion and provide local and global investment opportunities for Cayman’s people, businesses and Government</li><li>Enhanced Business Development Initiative Activations</li><li>Investor/investment activations developing investor relationships</li></ul>   | 12 months<br><br>2<br>4   | 12 months<br><br>4<br>6            | 12 months<br><br>N/A<br>N/A  |
| <b>QUALITY</b> <ul style="list-style-type: none"><li>Information provided by qualified personnel</li><li>Information is accurate and up to date</li><li>Activations result in serious investment opportunities</li><li>Economic impact assessment of activations indicate positive ROI</li></ul>  | 100%<br>100%<br>90-100%<br>90-100%  | 100%<br>100%<br>90-100%<br>90-100% | 100%<br>100%<br>N/A<br>N/A   |
| <b>TIMELINESS</b> <ul style="list-style-type: none"><li>Information provided to internal and external stakeholders within five working days of request</li><li>Proposal for attendance/staging of events on the local and international stage provided within twenty working days following identification</li><li>Serious investment inquiries occur within six months of activation</li><li>Economic Impact Data captured annually according to number of investments/investors on island</li></ul>   | 100%<br>100%<br>90-95%<br>100%  | 100%<br>100%<br>90-95%<br>100%     | 100%<br>100%<br>N/A<br>N/A   |
| <b>LOCATION</b> <ul style="list-style-type: none"><li>Cayman Islands/International</li></ul>  | 100%  | 100%                               | 100%                         |
| <b>COST</b>   | \$1,125,142   | \$1,233,598                        | \$1,064,251                  |
| <b>RELATED BROAD OUTCOME:</b>   |   |                                    |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |   |                                    |                              |

|  |   |                                   |                                   |
|--|---|-----------------------------------|-----------------------------------|
| 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: |   |                                   |                                   |
| <ul style="list-style-type: none"><li>• Production of Policy Papers</li><li>• Drafting responses to Parliamentary/Supplementary questions</li><li>• Briefing notes</li><li>• Attending meetings</li></ul>          |   |                                   |                                   |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022         | 2023<br>1 Jan to<br>31 Dec 2023   | 2021<br>12-Month<br>Forecast      |
| QUANTITY   |   |                                   |                                   |
| <ul style="list-style-type: none"><li>• Number of policy papers prepared</li><li>• Number of meetings attended</li><li>• Number of responses to parliamentary/supplementary questions</li></ul>                    | Up to 20<br>Up to 600<br>Up to 30       | Up to 20<br>Up to 600<br>Up to 30 | Up to 20<br>Up to 600<br>Up to 30 |
| QUALITY  |   |                                   |                                   |
| <ul style="list-style-type: none"><li>• Advice and information provided by qualified personnel</li><li>• Briefing notes, reports and policy advice supported by data and credible sources</li></ul>                | 100%<br>100%                            | 100%<br>100%                      | 100%<br>100%                      |
| TIMELINESS   |   |                                   |                                   |
| <ul style="list-style-type: none"><li>• Meetings attended as scheduled</li><li>• Briefing notes, reports and initial policy advice provided within timeframe agreed</li></ul>                                      | 100%<br>100%                            | 100%<br>100%                      | 100%<br>100%                      |
| LOCATION   |   |                                   |                                   |
| <ul style="list-style-type: none"><li>• Cayman Islands/ International</li></ul>  | 100%                                    | 100%                              | 100%                              |
| COST   |   |                                   |                                   |
|  | \$4,101,259                             | \$4,095,618                       | \$2,565,697                       |
| RELATED BROAD OUTCOME:   |   |                                   |                                   |
| <ul style="list-style-type: none"><li>• Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>   |   |                                   |                                   |

|  |   |                                 |                              |
|--|---|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022             | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of registrations Design Rights, Patents and Trade Marks</li></ul>   | 850-950                                     | 850-950                         | 800-900                      |
| <ul style="list-style-type: none"><li>Number of certificates for Design Rights, Patents and Trade Marks;</li></ul>   | 950-1,050                                   | 950-1,050                       | 900-1,000                    |
| <ul style="list-style-type: none"><li>Number of training to be provided to licensed agents</li></ul>   | 2-3   | 2-3                             | 2-3                          |
| <ul style="list-style-type: none"><li>Number of Tribunal Meetings held</li></ul>   | 4   | 4                               | 4                            |
| QUALITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>All applications to be processed in accordance with relevant Laws, regulations and policies</li></ul>  | 95-98%                                      | 95-98%                          | 90-98%                       |
| <ul style="list-style-type: none"><li>All applications to be processed in accordance with industry best practices and standards</li></ul>  | 95-98%                                      | 95-98%                          | 90-95%                       |
| <ul style="list-style-type: none"><li>All applications to be processed by trained and qualified personnel</li></ul>  | 100%  | 100%                            | 100%                         |
| TIMELINESS   |   |                                 |                              |
| Turnaround time:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>New application for trademarks – six months</li></ul>  | 90-95%                                      | 90-95%                          | 85-90%                       |
| <ul style="list-style-type: none"><li>Other application types within – 30 days</li></ul>   | 90-95%                                      | 90-95%                          | 85-90%                       |
| LOCATION   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%  | 100%                            | 100%                         |
| COST   |   |                                 |                              |
|  | \$681,499                                   | \$594,368                       | \$538,469                    |
| RELATED BROAD OUTCOME:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Strengthening good governance for more effective government</li><li>Improving our Financial Services as an Industrv. Product and Economic Driver for Our Islands</li></ul> |   |                                 |                              |

|  |  |                                 |                              |
|--|--|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022                | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Small business workshops</li></ul>   | 15-20  | 15-20                           | 8-12                         |
| <ul style="list-style-type: none"><li>Number of businesses enrolled in the Incubator Programme</li></ul>   | 16   | 16                              | 16                           |
| <ul style="list-style-type: none"><li>Number of other programmes focused on developing local micro/small/medium sized businesses successfully executed</li></ul>   | 2-3  | 2-3                             | N/A                          |
| QUALITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>All services provided by trained staff or expert outside advisors</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Businesses successfully enter and sustain their operations in the market upon completion of the Incubator Programme</li></ul>  | N/A  | 75%                             | N/A                          |
| TIMELINESS   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Economic Impact Data captured bi-annually as scheduled</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Workshops held monthly according to schedule</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Completion of the Incubator Programme within the designated two year cycle according to schedule</li></ul>   | 100%   | 100%                            | 100%                         |
| LOCATION   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%   | 100%                            | 100%                         |
| COST   |  |                                 |                              |
|  | \$1,096,341                                    | \$1,183,018                     | \$808,457                    |
| RELATED BROAD OUTCOME:   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential.</li></ul>  |  |                                 |                              |

| CSD 42   | Information Technology Support Services  |   |  |
|--|--|---|--|
| <b>DESCRIPTION</b><br>Ensure adequate tools and resources to carry out the government’s digital and technological objectives. <ul style="list-style-type: none"><li>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).</li><li>Produce in-house software (applications, intranet, websites, and e-services) development/support along with third party software packages support/assistance.</li><li>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).</li></ul>  |  |   |  |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022  | 2023<br>1 Jan to<br>31 Dec 2023   | 2021<br>12-Month<br>Forecast   |
| <b>QUANTITY</b><br>Helpdesk: <ul style="list-style-type: none"><li>Number of hours CSD Helpdesk operates per fiscal year</li><li>Number of dispatched Service Logs Resolved</li></ul> Projects: <ul style="list-style-type: none"><li>Number of major projects completed per year</li></ul> Software: <ul style="list-style-type: none"><li>Number of applications (including databases) supported</li><li>Number of online Government services created/hosted/managed</li><li>Number of Remote Work Services (accesses granted-Forward Email/Token/Active Sync Devices)</li></ul> Hardware: <ul style="list-style-type: none"><li>Number of PCs Supported</li><li>Number of IT Infrastructure devices maintained (Network Switches, Servers)</li></ul>  | 6,000-6,600<br>10,500-10,000<br>25-30<br>410-450<br>50-75<br>3,900-4,200<br>2,600-2,900<br>885-900 | 6,000-6,600<br>10,500-10,000<br>25-30<br>410-450<br>50-75<br>4,200-4,600<br>2,600-2,900<br>900-1000 | 6,000-6,600<br>10,500-10,000<br>25-30<br>375-400<br>12-15<br>3,500-3,900<br>2,600-2,900<br>830-800 |
| <b>QUALITY</b> <ul style="list-style-type: none"><li>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.</li></ul> Helpdesk: <ul style="list-style-type: none"><li>CSD’s Helpdesk Customer Satisfaction Scores regarding IT Helpdesk assistance</li><li>All CSD Logs addressed per operating procedure.</li></ul> Projects: <ul style="list-style-type: none"><li>CSD Customer Satisfaction Scores regarding IT Project Reviews</li></ul> Software and Hardware: <ul style="list-style-type: none"><li>Respond to all reported cybersecurity threats and vulnerabilities per operating procedure.</li><li>All CIG IT system back-ups completed per operating procedure.</li><li>Resolve all Hardware System notifications per operating Change Advisory Board</li></ul> | 90-100%<br>90%<br>90-95%<br>85-90%<br>90-100%<br>95-100%<br>90-100%                                | 90-100%<br>90%<br>90-95%<br>85-90%<br>90-100%<br>95-100%<br>90-100%                                 | 90-100%<br>85%<br>85-90%<br>80-85%<br>80-100%<br>80-100%<br>80-100%                                |
| <b>TIMELINESS</b> <ul style="list-style-type: none"><li>CSD’s Helpdesk telephone calls answered within an average of 20 seconds</li><li>CSD’s Helpdesk Requests responded to in published timeframes</li><li>CSD’s IT Projects completed within the agreed scheduled timeframe, including change requests and time changes approved</li><li>IT Audits (software and hardware) completed quarterly</li><li>Review Operating Procedures and revise as required</li></ul>   | 90+%<br>85+%<br>90-100%<br>5-10<br>Annually  | 90+%<br>85+%<br>90-100%<br>5-10<br>Annually   | 80-90%<br>80%<br>80-100%<br>5-10<br>Annually   |

|   |                     |                     |                     |
|---|---------------------|---------------------|---------------------|
| <b>LOCATION</b>   |                     |                     |                     |
| <ul style="list-style-type: none"> <li>Cayman Islands</li> </ul>  | 100%                | 100%                | 100%                |
| <b>COST</b>   |                     |                     |                     |
|   | <b>\$11,414,002</b> | <b>\$12,039,995</b> | <b>\$10,084,213</b> |
| <b>RELATED BROAD OUTCOME:</b>   |                     |                     |                     |
| <ul style="list-style-type: none"> <li>Strengthening good governance for more effective government</li> </ul> |                     |                     |                     |



|   |                                 |                                 |                              |
|---|---------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of Cayman Islands eID cards issued</li></ul>   | 3,000-5,000                     | 4,000-6,000                     | N/A                          |
| <ul style="list-style-type: none"><li>Number projects undertaken to improve or digitize provision of government services or implement digital infrastructure</li></ul>  | 4-7                             | 5-10                            | 4                            |
| <ul style="list-style-type: none"><li>Number of online transactions per month (online services developed, enhanced or promoted by e-Government unit)</li></ul>  | 65,000-85,000                   | 75,000-100,000                  | 60,000-70,000                |
| <ul style="list-style-type: none"><li>Number of public outreach and relationship building initiatives completed</li></ul>   | 4-8                             | 6-12                            | 1-3                          |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Percentage of online services developed or enhanced by e-Government unit achieving greater than 20% of transactions per month online within 1st year</li></ul>  | 80%                             | 80%                             | 80%                          |
| <ul style="list-style-type: none"><li>Percentage of customer feedback with positive rating for services developed or enhanced by e- Government unit.</li></ul>  | 75%                             | 75%                             | 75%                          |
| TIMELINESS  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands eID card issuance to start</li></ul>   | Q3                              | N/A                             | N/A                          |
| <ul style="list-style-type: none"><li>Projects are completed on time (against approved timeline)</li></ul>  | 70-80%                          | 70-80%                          | 60-70%                       |
| <ul style="list-style-type: none"><li>Public outreach and relationship building initiatives per quarter</li></ul>   | 1-3                             | 2-5                             | N/A                          |
| LOCATION  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Island and Overseas</li></ul>  | 100%                            | 100%                            | 100%                         |
| COST  |                                 |                                 |                              |
|   | \$3,380,694                     | \$4,474,292                     | \$2,218,712                  |
| RELATED BROAD OUTCOMES:   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li><li>Strengthening good governance for more effective government</li><li>Building a modern infrastructure to ensure a successful future for our islands</li><li>Improving financial services as an industry, product, and economic driver for our islands</li></ul> |                                 |                                 |                              |

|  |   |                                 |                              |
|--|---|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of civil servants and SAGC staff who pass Cyber Awareness Training.</li></ul>   | 60  | 75                              | 50                           |
| <ul style="list-style-type: none"><li>Number of public education campaigns and cybersafe workshops administered.</li></ul>   | 20-30   | 25-35                           | 10                           |
| <ul style="list-style-type: none"><li>Distribute actionable CISO Security Advisories to CIG/SAGC Center of Excellence IT Leadership Group twice a week.</li></ul>  | 104   | 104                             | 24                           |
| <ul style="list-style-type: none"><li>Hours of Cybersecurity Intern work experience completed</li></ul>  | 8,500 (hours)   | 10,000 (hours)                  | 6,750 (hours)                |
| <ul style="list-style-type: none"><li>Number of Audits and Assessment Completed</li></ul>  | 30-45   | 40-60                           | 12-15                        |
| QUALITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Respond to all cyber security incidents in accordance with incident response plan.</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Maintain full compliance with relevant laws and regulations, with mitigation plans created within three business days in the event of a change.</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Complete annual Independent Security Operations Capability Maturity Assessment, receiving ‘High’ Competence Score.</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All professionally certified staff maintain their relevant certifications.</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Junior staff complete professional certifications within agreed timeframe approved by CISO /Director.</li></ul>  | 100%  | 100%                            | 100%                         |
| TIMELINESS   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Achieve ISO 27001 Information Security Management System certification.</li></ul>  | Q2 2021%  | -                               | N/A                          |
| <ul style="list-style-type: none"><li>Mobilize cybersecurity response team within 15 minutes threat notification 24/7.</li></ul>   | 95-100%   | 95-100%                         | 95-100%                      |
| <ul style="list-style-type: none"><li>Review and update incident response plans and policies annually.</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Requested audits and audit assessments completed within ten (10) business days of receipt, or on agreed timeframe if additional resources required.</li></ul>  | 90%   | 95%                             | 95%                          |
| <ul style="list-style-type: none"><li>Complete four educational campaigns and/or workshops a quarter.</li></ul>  | 90-100%   | 90-100%                         | N/A                          |
| LOCATION   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%  | 100%                            | 100%                         |
| COST   |   |                                 |                              |
|  | \$1,876,559   | \$1,676,353                     | \$1,173,972                  |
| RELATED BROAD OUTCOMES:  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Strengthening good governance for more effective government</li><li>Building a modern infrastructure to ensure successful future of our islands</li><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li><li>Improving our Financial Services as an industry, product, and economic driver for our islands</li></ul>   |   |                                 |                              |

|   |  |                                 |                              |
|---|--|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022                                  | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of clients accessing training and services</li><li>Number of programme days for clients</li><li>Number of specialized programmes provided</li><li>Number of employed clients enrolled in Vocational Programmes</li></ul>                                   | 50-65<br>190-205<br>3<br>20-30                                   | 50-65<br>190-205<br>3<br>25-35  | 58<br>203<br>3<br>23         |
| QUALITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>All training will be facilitated and supervised by qualified staff</li><li>All formal evaluations and assessments will be done by qualified staff</li><li>Vocational training, placement, and support needs determined by assessment</li></ul>                    | 90-100%<br>90-100%<br>100%                                       | 90-100%<br>90-100%<br>100%      | 90%<br>100%<br>100%          |
| TIMELINESS  |  |                                 |                              |
| <ul style="list-style-type: none"><li>All programmes to be delivered over the Training Year from September – July</li><li>Programmes delivery will be Monday through Friday from 8:30am to 2:30pm</li></ul>   | 100%<br>100%   | 100%<br>100%                    | 100%<br>100%                 |
| LOCATION  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Sunrise Adult Training Centre and Community locations as arranged inGrand Cayman</li></ul>  | 100%   | 100%                            | 100%                         |
| COST  | \$2,707,020  | \$2,642,075                     | \$1,635,767                  |
| RELATED BROAD OUTCOME:  |  |                                 |                              |
| <ul style="list-style-type: none"><li>1. Improving education to promote lifelong learning and greater economic mobility</li><li>3. Providing solutions to improve the well-being of our people so they can achieve their full potential</li><li>6. Increasing social justice in the workforce</li></ul> |  |                                 |                              |

|   |                                 |                                 |                              |
|---|---------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of reports</li></ul>   | 175-200                         | 175-200                         | 180                          |
| <ul style="list-style-type: none"><li>Number of children safeguarding investigations</li></ul>  | 750-800                         | 750-800                         | 1,002                        |
| <ul style="list-style-type: none"><li>Number of Intervention Services</li></ul>   | 15,000-20,000                   | 15,000-20,000                   | 15,000                       |
| <ul style="list-style-type: none"><li>Number of community presentations, info sessions, and workshops conducted</li></ul>   | 80-100                          | 80-100                          | 69                           |
| <ul style="list-style-type: none"><li>Number of social development events and programs hosted</li></ul>   | 170-200                         | 170-200                         | 163                          |
| <ul style="list-style-type: none"><li>Number of direct community-based contacts</li></ul>   | 1,500-2,000                     | 1,500-2,000                     | 2,000                        |
| <ul style="list-style-type: none"><li>Number of Children in Residential Care</li></ul>  | 4-8                             | 4-8                             | 4                            |
| <ul style="list-style-type: none"><li>Number of Residential Home Manage (Children)</li></ul>  | 1                               | 1                               | 1                            |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Reports prepared in the established format by qualified Social Workers and approved by Social Work Manager or Deputy Director.</li></ul>                          | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Services delivered in accordance with Department guidelines and professional practice standards.</li></ul>  | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Services provided in accordance with Departmental policies and the Children Act 2012 Revision, Adoption Act 2013 and the Youth Justice Act.</li></ul>             | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All child safeguarding referrals are managed in compliance with the Children Act (2012 Revision), MASH Policies and Procedures.</li></ul>                         | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Delivery of activities and services that promote a healthy and nurturing environment for children and families thereby enhancing their quality of life.</li></ul> | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Meetings and events facilitated by persons knowledgeable in subject areas.</li></ul>  | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Services provided by trained, experienced care givers.</li></ul>  | 100%                            | 100%                            | 100%                         |
| TIMELINESS  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Reports completed within stipulated timeframe</li></ul>   | 1-6 months                      | 1-6 months                      | 1-6 months                   |
| <ul style="list-style-type: none"><li>Child safeguarding investigations actioned within 24 hours of referral</li></ul>  | 24 hours                        | 24 hours                        | 24 hours                     |
| <ul style="list-style-type: none"><li>Info sessions, workshops and social development events held monthly.</li></ul>  | 12 months                       | 12 months                       | 12 months                    |
| <ul style="list-style-type: none"><li>Residential Care provided with allocated shift schedule</li></ul>   | 12 hour shifts                  | 12 hour shifts                  | 12 hour shifts               |
| <ul style="list-style-type: none"><li>Social work services offered during normal working hours and after hours where required.</li></ul>  | 8:30a.m. – 5p.m.                | 8:30a.m. – 5p.m.                | 8:30a.m. – 5p.m.             |
| LOCATION  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman, Cayman Islands</li></ul>  | 100%                            | 100%                            | 100%                         |
| COST  |                                 |                                 |                              |
|   | \$6,156,598                     | \$6,588,955                     | \$4,886,714                  |
| 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   |                                 |                                 |                              |

| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of residential homes managed</li></ul>   | 3-5                             | 3-5                             | 3                            |
| <ul style="list-style-type: none"><li>Number of persons in residential care</li></ul>   | 50-60                           | 50-60                           | 51                           |
| <ul style="list-style-type: none"><li>Number of older persons safeguarding investigations</li></ul>   | 35-45                           | 35-45                           | 27                           |
| <ul style="list-style-type: none"><li>Number of community presentations, info sessions, and workshops conducted targeting older persons.</li></ul>          | 60-70                           | 60-70                           | 40                           |
| <ul style="list-style-type: none"><li>Number of social development events and programs hosted for older persons.</li></ul>                                  | 20-30                           | 20-30                           | 20                           |
| <ul style="list-style-type: none"><li>Number of Intervention Services (Older Persons)</li></ul>   | 500-600                         | 500-600                         | N/A                          |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Services delivered in accordance with department guidelines and professional practice standards.</li></ul>            | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Services provided by trained social work professionals</li></ul>  | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Care provided in accordance with client’s individualised care plans</li></ul>   | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Services provided by trained, experienced care givers</li></ul>   | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Services offered supporting quality of life in accordance with the Disabilities (Solomon Webster) Act, 2016</li></ul> | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Services offered supporting independence and quality of life in accordance with the Older Persons Act, 2017</li></ul> | 100%                            | 100%                            | 100%                         |
| TIMELINESS  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Info sessions, workshops and social development events held monthly.</li></ul>  | 1-12 months                     | 1-12 months                     | 1-12 months                  |
| <ul style="list-style-type: none"><li>Residential Care provided with allocated shift schedule</li></ul>   | 12 hour shifts                  | 12 hour shifts                  | 12 hour shifts               |
| <ul style="list-style-type: none"><li>Social work services offered during normal working hours and after hours where required.</li></ul>                    | 8:30 a.m. – 5 p.m.              | 8:30 a.m. – 5 p.m.              | 8:30 a.m. – 5 p.m.           |
| LOCATION  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman, Cayman Islands</li></ul>  | 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<br>1 Jan to<br>31 Dec 2022                      | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of families approved for financial assistance</li></ul>   | 1,500-2,000  | 1,500-2,000                     | 1,800                        |
| <ul style="list-style-type: none"><li>Number of Seafarers and Ex-Servicemen approved for Ex-Gratia Benefit Payments</li></ul>  | 850-1,000  | 850-1,000                       | 1,000                        |
| <ul style="list-style-type: none"><li>Number of clients assessed for indigent medical coverage</li></ul>   | 350-500  | 350-500                         | 400                          |
| <ul style="list-style-type: none"><li>Number of home visits</li></ul>  | 75-150   | 75-150                          | 50                           |
| <ul style="list-style-type: none"><li>Number of referrals made to partner agencies</li></ul>   | 100-150  | 100-150                         | 25                           |
| <ul style="list-style-type: none"><li>Number of public awareness delivered</li></ul>   | 45-60  | 45-60                           | 30                           |
| QUALITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Assessments conducted are in compliance the eligibility criteria and relevant Laws</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>FAD staff/management conduct their work in accordance with policies and protocols established in the Policy and Procedural handbook</li></ul>    | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All recommendations for services vetted and signed off by Supervisor</li></ul>   | 100%   | 100%                            | 100%                         |
| TIMELINESS   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Assessments to be completed within six weeks of application for services.</li></ul>  | 100%   | 100%                            | 100%                         |
| LOCATION   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%   | 100%                            | 100%                         |
| COST   |  |                                 |                              |
|  | \$3,990,163  | \$4,127,748                     | \$2,536,161                  |
| RELATED BROAD OUTCOME:   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>                                   |  |                                 |                              |

|   |   |                                 |                              |
|---|---|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022                           | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of meetings attended</li><li>Number of policy papers, parliamentary and supplementary questions, bills and notes prepared</li></ul>  | 20-25<br>2-5  | 20-25<br>2-5                    | 15<br>1                      |
| QUALITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Meetings will be attended by professionals, knowledgeable on the subject matter</li><li>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</li></ul> | 100%<br>100%  | 100%<br>100%                    | 100%<br>100%                 |
| TIMELINESS  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Meetings will be attended as scheduled</li><li>Policy papers will be provided within the timeframe agreed</li></ul>   | 100%<br>100%  | 100%<br>100%                    | 100%<br>100%                 |
| LOCATION  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman, Cayman Islands</li></ul>  | 100%  | 100%                            | 100%                         |
| COST  |   |                                 |                              |
|   | \$46,293  | \$46,435                        | \$29,875                     |
| RELATED BROAD OUTCOME:  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |   |                                 |                              |

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**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**

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# FINANCIAL STATEMENTS

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

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**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<br>Forecast 2021 | STATEMENT OF FINANCIAL POSITION      | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------------|------|-------------------------|-------------------------|
|                           | <b>Current Assets</b>                |      |                         |                         |
| 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                  |
| <b>6,020,230</b>          | <b>Total Current Assets</b>          |      | <b>8,245,048</b>        | <b>10,528,223</b>       |
|                           | <b>Non-Current Assets</b>            |      |                         |                         |
| -                         | 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               |
| <b>5,430,643</b>          | <b>Total Non-Current Assets</b>      |      | <b>8,959,906</b>        | <b>12,486,914</b>       |
|                           |                                      |      |                         |                         |
| <b>11,450,873</b>         | <b>Total Assets</b>                  |      | <b>17,204,954</b>       | <b>23,015,137</b>       |
|                           | <b>Current Liabilities</b>           |      |                         |                         |
| 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               |
| <b>3,110,173</b>          | <b>Total Current Liabilities</b>     |      | <b>3,425,814</b>        | <b>3,704,057</b>        |
|                           | <b>Non-Current Liabilities</b>       |      |                         |                         |
| -                         | Trade payables                       | 7    | -                       | -                       |
| -                         | Other payables and accruals          | 7    | -                       | -                       |
| -                         | Unearned revenue                     | 8    | -                       | -                       |
| -                         | Employee entitlements                | 9    | -                       | -                       |
| <b>-</b>                  | <b>Total Non-Current Liabilities</b> |      | <b>-</b>                | <b>-</b>                |
|                           |                                      |      |                         |                         |
| <b>3,110,173</b>          | <b>Total Liabilities</b>             |      | <b>3,425,814</b>        | <b>3,704,057</b>        |
|                           |                                      |      |                         |                         |
| <b>8,340,700</b>          | <b>Net Assets</b>                    |      | <b>13,779,140</b>       | <b>19,311,080</b>       |
|                           | <b>NET WORTH</b>                     |      |                         |                         |
| 8,340,700                 | Contributed capital                  |      | 13,779,140              | 19,311,080              |
| -                         | Other Reserves                       |      | -                       | -                       |
| -                         | Revaluation reserve                  |      | -                       | -                       |
| -                         | Accumulated surpluses/(deficits)     |      | -                       | -                       |
| <b>8,340,700</b>          | <b>Total Net Worth</b>               |      | <b>13,779,140</b>       | <b>19,311,080</b>       |

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

| 12-Month<br>Forecast 2021 | STATEMENT OF FINANCIAL PERFORMANCE            | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|------|-------------------------|-------------------------|
|                           | <b>Revenue</b>                                |      |                         |                         |
| 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                               |      | -                       | -                       |
| <b>27,740,948</b>         | <b>Total Revenue</b>                          |      | <b>43,193,629</b>       | <b>45,521,303</b>       |
|                           | <b>Expenses</b>                               |      |                         |                         |
| 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   | -                       | -                       |
| <b>27,889,792</b>         | <b>Total Expenses</b>                         |      | <b>42,877,988</b>       | <b>45,243,060</b>       |
|                           |   |      |                         |                         |
| <b>(148,844)</b>          | <b>Surplus or (Deficit) for the period</b>    |      | <b>315,641</b>          | <b>278,243</b>          |
|                           |   |      |                         |                         |



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

| 12-Month<br>Forecast 2021 | CASH FLOW STATEMENT   | Note     | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|----------|-------------------------|-------------------------|
|                           | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                         |                         |
|                           | <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  |          | -                       | -                       |
| <b>3,926,492</b>          | <b>Net cash flows from operating activities</b>             |          | <b>2,216,541</b>        | <b>2,304,643</b>        |
|                           | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                         |                         |
| 73,343                    | Purchase of property, plant and equipment                   |          | (5,429,908)             | (5,237,767)             |
| -                         | Proceeds from sale of property, plant and equipment         |          | -                       | -                       |
| <b>73,343</b>             | <b>Net cash flows from investing activities</b>             |          | <b>(5,429,908)</b>      | <b>(5,237,767)</b>      |
|                           | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                         |                         |
| -                         | Equity Investment from Org 40                               |          | 5,438,440               | 5,531,940               |
| -                         | Repayment of Surplus to Org 40                              |          | -                       | (315,641)               |
| -                         | <b>Net cash flows from financing activities</b>             |          | <b>5,438,440</b>        | <b>5,216,299</b>        |
| <b>3,999,835</b>          | <b>Net increase/(decrease) in cash and cash equivalents</b> |          | <b>2,225,073</b>        | <b>2,283,175</b>        |
| 1,851,244                 | Cash and cash equivalents at beginning of period            |          | 5,851,079               | 8,076,152               |
| <b>5,851,079</b>          | <b>Cash and cash equivalents at end of period</b>           | <b>1</b> | <b>8,076,152</b>        | <b>10,359,327</b>       |

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

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

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

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT  
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NOTE 1: CASH AND CASH EQUIVALENTS

| 12-Month<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>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                 | <b>TOTAL</b>   | <b>8,076,152</b>        | <b>10,359,327</b>       |

NOTE 2: TRADE AND OTHER RECEIVABLES

| 12-Month<br>Forecast 2021 | Trade Receivables              | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------|-------------------------|-------------------------|
| 12,774                    | Sale of goods and services     | 12,774                  | 12,774                  |
| 12,774                    | <b>Total trade receivables</b> | <b>12,774</b>           | <b>12,774</b>           |

| 12-Month<br>Forecast 2021 | Description               | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---------------------------|-------------------------|-------------------------|
|                           | <b>Current</b>            |                         |                         |
| 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                     |
|                           | <b>Non-Current</b>        |                         |                         |
| -                         | Past due 1 year and above | 255                     | 255                     |
| 12,774                    | <b>Total</b>              | <b>12,774</b>           | <b>12,774</b>           |

| 12-Month<br>Forecast 2021 | Other Receivables              | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------|-------------------------|-------------------------|
| 75,336                    | Other                          | 75,336                  | 75,336                  |
| 75,336                    | <b>Total other receivables</b> | <b>75,336</b>           | <b>75,336</b>           |

| 12-Month<br>Forecast 2021 | Description        | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------|-------------------------|-------------------------|
|                           | <b>Current</b>     |                         |                         |
| 75,336                    | Past due 1-30 days | 75,336                  | 75,336                  |
| 75,336                    | <b>Total</b>       | <b>75,336</b>           | <b>75,336</b>           |

**MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT**  
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**NOTE 5: PREPAYMENTS**

| 12-Month<br>Forecast 2021 | Description         | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---------------------|-------------------------|-------------------------|
| 81,041                    | Accrued Prepayments | 81,041                  | 81,041                  |
| -                         | Prepaid Insurance   | -                       | -                       |
| -                         | Other               | -                       | -                       |
| <b>81,041</b>             | <b>Total</b>        | <b>81,041</b>           | <b>81,041</b>           |

**NOTE 6: PROPERTY, PLANT AND EQUIPMENT**

**COST OF PROPERTY, PLANT AND EQUIPMENT**

|                                | Plant and<br>equipment | Buildings and<br>Leasehold | Leasehold<br>Improvements | Furniture and<br>Fittings | Computer<br>Hardware | Office<br>Equipment | Infrastructure | Motor<br>Vehicles | Other<br>assets | Assets under<br>construction or<br>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<br>equipment | Buildings and<br>Leasehold | Leasehold<br>Improvements | Furniture and<br>Fittings | Computer<br>Hardware | Office<br>Equipment | Infrastructure | Motor<br>Vehicles | Other<br>assets | Assets under<br>construction or<br>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<br>equipment | Buildings and<br>Leasehold | Leasehold<br>Improvements | Furniture and<br>Fittings | Computer<br>Hardware | Office<br>Equipment | Infrastructure | Motor<br>Vehicles | Other<br>assets | Assets under<br>construction or<br>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 |

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**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  
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NOTE 6: INTANGIBLE ASSETS (CONTINUED)

COST OF INTANGIBLE ASSETS

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

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

|   | <i>Computer<br/>Software</i> | <i>Total</i> |
|---|------------------------------|--------------|
| <b>Balance as at 1 January 2021</b>         | -                            | -            |
| 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 | -                            | -            |
| <b>Balance as at 31 December 2021</b>       | 4,802,965                    | 4,802,965    |

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

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

**MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT**  
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**NOTE 6: INTANGIBLE ASSETS (CONTINUED)**

**ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES**

|  |           |           |
|--|-----------|-----------|
| <b>Net Book value 31 December 2021</b> | 553,508   | 553,508   |
| <b>Net Book value 31 December 2022</b> | 2,498,777 | 2,498,777 |
| <b>Net Book value 31 December 2023</b> | 3,350,045 | 3,350,045 |

**NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS**

| 12-Month<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>710,648</b>            | <b>Total trade payables other payables and accruals</b> | <b>710,648</b>          | <b>710,648</b>          |

**NOTE 8: UNEARNED REVENUE**

| 12-Month<br>Forecast 2021 | Details                       | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|-------------------------------|-------------------------|-------------------------|
| 134,398                   | Other unearned revenue        | 134,398                 | 134,398                 |
| <b>134,398</b>            | <b>Total unearned revenue</b> | <b>134,398</b>          | <b>134,398</b>          |

**NOTE 9: EMPLOYEE ENTITLEMENTS**

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

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT  
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NOTE 10: SALE OF GOODS AND SERVICES

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

NOTE 12: DONATIONS

| 12-Month<br>Forecast 2021 | Source                 | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|------------------------|-------------------------|-------------------------|
| 15,000                    | Description            | 30,000                  |                         |
|                           |                        |                         |                         |
| -                         | Balance                | -                       |                         |
| <b>15,000</b>             | <b>Total donations</b> | <b>30,000</b>           |                         |

NOTE 13: PERSONNEL COSTS

| 12-Month<br>Forecast 2021 | Description                    | 12-Month<br>Budget 2022 | 12-Month<br>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                 |
| <b>20,705,165</b>         | <b>Total Personnel Costs</b>   | <b>29,263,952</b>       | <b>31,341,710</b>       |



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**NOTE 14: SUPPLIES AND CONSUMABLES**

| 12-Month<br>Forecast 2021 | Description                             | 12-Month<br>Budget 2022 | 12-Month<br>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                 |
| <b>5,551,024</b>          | <b>Total Supplies &amp; consumables</b> | <b>11,683,136</b>       | <b>11,874,950</b>       |

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

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

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## MINISTRY OF EDUCATION

# BUDGET STATEMENTS

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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)

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#### 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**  
**Acting Chief Officer**

**Ministry of Education**

**31 December 2021**

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# PART A

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## OWNERSHIP PERFORMANCE

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## 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)** oversees 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, UCCL, 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:

|   | <b>2022<br/>1 Jan to<br/>31 Dec 2022<br/>\$000's</b> | <b>2023<br/>1 Jan to<br/>31 Dec 2023<br/>\$000's</b> | <b>2021<br/>12-Month<br/>Forecast<br/>\$000's</b> |
|---|--|--|---|
| 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   |
| <b>NET SURPLUS/DEFICIT</b>  | <b>442,862</b>                                       | <b>471,985</b>                                       | <b>397,493</b>                                    |
| <b>TOTAL ASSETS</b>   | <b>448,632</b>                                       | <b>477,755</b>                                       | <b>403,264</b>                                    |
| <b>TOTAL LIABILITIES</b>  | <b>5,770</b>   | <b>5,770</b>   | <b>5,770</b>                                      |
| <b>NET WORTH</b>  | <b>442,862</b>                                       | <b>471,985</b>                                       | <b>397,494</b>                                    |
| 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  |

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

## MAINTENANCE OF CAPABILITY

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

|   | 2022<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>PHYSICAL CAPITAL MEASURES</b>            |  |  |   |
| 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%                                     |
| <b>CHANGES TO ASSET MANAGEMENT POLICIES</b> | NONE                                       | NONE                                       | NONE                                    |

|   | 2022<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>MAJOR NEW CAPITAL EXPENDITURE PROJECTS</b>     |  |  |   |
| 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  | -                                       |
| ICT PROCUREMENT FOR 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                                      |
| <b>TOTAL</b>                                      | <b>36,053</b>                              | <b>17,942</b>                              | <b>42,919</b>                           |

| MAJOR CAPITAL EXPENDITURE COMMENCED BUT NOT COMPLETED<br>IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>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                  | <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Cross training</li> <li>• Developing of existing staff</li> <li>• 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</li> </ul>   | Unquantifiable at this time                                     |
| Data Security<br>Loss of network use from external attacks on data and applications. | Unchanged                  | <ul style="list-style-type: none"> <li>• 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</li> <li>• Offsite and off-island backups implemented</li> </ul>  | Unquantifiable at this time                                     |
| Environmental<br><br>Potential legal claims for environmental health hazards         | Unchanged                  | <ul style="list-style-type: none"> <li>• All buildings insured by CIG- Risk Management or a recognised Insurer</li> <li>• Managing Environmental controls i.e. air/heating systems</li> <li>• Regular environmental testing</li> <li>• Regular cleaning and maintenance of properties</li> <li>• Improve preparation procedures for a disaster</li> </ul>        | Risk should be adequately covered by public liability insurance |
| Damage of school by natural/man-made disasters                                       | Revised                    | <ul style="list-style-type: none"> <li>• Continue with wire upgrades and alarm systems;</li> <li>• Identify fire exits;</li> <li>• All buildings insured by CIG- Risk Management insurance providers;</li> <li>• Continuity of Operations Plans is maintained for all departments and the Ministry</li> <li>• Conduct emergency drills and procedures</li> </ul> | 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                    | <ul style="list-style-type: none"> <li>All contractors or transportations staff is required to provide up to date proof of a valid driver's license with no traffic related convictions;</li> <li>Vehicle insurance is checked by the DES</li> <li>Vehicle inspections carried out by Public Transport Board, Department of Vehicle and Equipment Services (DVES) and Department and Vehicle and Licenses (DVDL)</li> <li>Conduct staff training in emergency first aid</li> <li>Handbook provided to staff outlining safety procedures</li> </ul> | Risk should be adequately covered by comprehensive insurance |
| Canteen Operations – settlement of liability claim from food related illness   | Revised                    | <ul style="list-style-type: none"> <li>All contractors and their staff providing the service must have valid food handling certificates issued by the health department;</li> <li>All contractors must have at least \$2 million in public liability coverage</li> <li>Conduct monthly inspections of kitchens by DEH</li> <li>Monthly maintenance of kitchen equipment via contracted services</li> </ul>   | Unquantifiable at this time                                  |
| Potential health and safety risks associated with poor indoor environments   | Revised                    | <ul style="list-style-type: none"> <li>Regular cleaning and maintenance of buildings;</li> <li>Regular environmental monitoring of buildings</li> <li>Hire suitably qualified companies to provide remediation services</li> </ul>   | Unquantifiable at this time                                  |
| Injury to staff and students while engaging in school related activities   | New                        | <ul style="list-style-type: none"> <li>Ensure policies and procedures surrounding behaviour management and facilities management are current and adhered to by all stakeholders to promote a safe school environment</li> </ul>  | 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                                    |  | <ul style="list-style-type: none"> <li>Enact operational procedures established in 2020:               <ul style="list-style-type: none"> <li>Operationalise 1-1 laptop computing remote learning protocols</li> <li>Mobilise Facilities Unit to enhance maintenance checks to schools during that period</li> <li>Facilitate support for students and teachers for mental and emotional well-being and availability of meals and resources.</li> </ul> </li> </ul> | Unquantifiable at this time                                     |
| Loss of key personnel  | One professional staff (Branch Manager) resignation<br>One Saturday Labourer resignation<br>One Full Time Labourer resignation | <ul style="list-style-type: none"> <li>Succession planning</li> <li>Cross training</li> <li>Developing of existing staff</li> </ul> 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<br>Loss of network use from external attacks on data and applications. | Unchanged  | <ul style="list-style-type: none"> <li>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.</li> <li>Offsite and off-island backups implemented.</li> </ul>   | Unquantifiable at this time                                     |
| Environmental<br><br>Potential legal claims for environmental health hazards         | Unchanged  | <ul style="list-style-type: none"> <li>All buildings insured by CIG- Risk Management. or a recognized Insurer</li> <li>Managing Environmental controls i.e. air/heating systems</li> <li>Regular environmental testing</li> <li>Regular cleaning and maintenance of properties</li> <li>Improve preparation procedures for a disaster</li> </ul>  | Risk should be adequately covered by public liability insurance |
| Damage of library buildings by natural/manmade disasters                             | Unchanged  | <ul style="list-style-type: none"> <li>Continue with wire upgrades and alarm systems</li> <li>Identify fire exits</li> <li>All buildings insured by CIG- Risk Management insurance providers</li> </ul>   | Unquantifiable at this time                                     |

## RISK MANAGEMENT (CONTINUED)

| KEY RISKS FACED BY<br>MINISTRY/PORTFOLIO   | CHANGE IN STATUS<br>FROM 2021  | ACTIONS TO MANAGE RISK   | FINANCIAL VALUE<br>OF RISK  |
|--|--|--|-----------------------------|
| Loss of key Personnel  | JD's currently being updated for employees in key roles              | <ul style="list-style-type: none"> <li>All JD's are been revised except the ICT Manager</li> <li>Succession planning</li> <li>Cross training</li> <li>Developing of existing staff</li> <li>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</li> </ul>   | Unquantifiable at this time |
| Data Security<br><br>Loss of network use from external attacks on data and applications. | Risk has increased due to emerging threat landscape in cybersecurity | <ul style="list-style-type: none"> <li>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.</li> <li>Additional cybersecurity software and hardware solutions planned to be implemented in 2021-23 due to the student laptop initiative</li> <li>Offsite and off-island backups implemented.</li> </ul> | Unquantifiable at this time |

#### 4. EQUITY INVESTMENTS AND WITHDRAWALS

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

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# PART B

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## OUTPUT PERFORMANCE

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## 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: <ul style="list-style-type: none"><li>• Research and consultation with key stakeholders</li><li>• Cabinet papers on legislative proposals and objectives and other policies and administrative matters</li><li>• Preparation of drafting instructions and subsequent ongoing liaison with and advice to Legal Draftsperson</li></ul> Provision of policy advice and support services to the Minister in the areas of Education in relation to: <ul style="list-style-type: none"><li>• Policy research, development, communication, implementation and evaluation</li><li>• Strategic development and management of strategic priority projects</li></ul> |  |                                 |                              |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022  | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   | 1  | 1                               | 1                            |
| <ul style="list-style-type: none"><li>• Number of contributions to the Throne Speech</li></ul>   | 1  | 1                               | 1                            |
| <ul style="list-style-type: none"><li>• Number of drafting instructions prepared</li></ul>   | 1  | 1                               | 1                            |
| <ul style="list-style-type: none"><li>• Information and decision-making briefs</li></ul>   | 20-30  | 20-30                           | 30-40                        |
| <ul style="list-style-type: none"><li>• Cabinet papers and notes</li></ul>   | 20-30  | 20-30                           | 35-45                        |
| <ul style="list-style-type: none"><li>• Parliamentary questions</li></ul>  | 10-15  | 10-15                           | 5-10                         |
| <ul style="list-style-type: none"><li>• Statements in the Legislative Assembly</li></ul>   | 1-5  | 1-5                             | 1-5                          |
| <ul style="list-style-type: none"><li>• Number of strategic priority projects advised on and/or managed</li></ul>  | 20-30  | 20-30                           | 20-30                        |
| QUALITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>• Drafting instructions prepared by suitably qualified and experienced personnel</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Drafting instructions developed through a consultative process to include relevant stakeholders</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Cabinet papers, drafting instructions, speech notes and press releases reviewed by Chief Officer or delegate and approved by Minister prior to submission</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Policies and advice consistent with any relevant regional or international conventions and/or best practice</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Policies and strategies developed through a consultative process with key stakeholders</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release</li></ul>  | 100%   | 100%                            | 100%                         |
| TIMELINESS   |  |                                 |                              |
| <ul style="list-style-type: none"><li>• All services delivered within established schedules or as required by Minister.</li></ul>  | 100%   | 100%                            | 100%                         |
| LOCATION   |  |                                 |                              |
| <ul style="list-style-type: none"><li>• Cayman Islands</li></ul>   | 100%   | 100%                            | 100%                         |
| COST   |  |                                 |                              |
|  | \$2,384,772  | \$2,508,502                     | \$2,544,650                  |
| RELATED BROAD OUTCOMES:  |  |                                 |                              |
| <ul style="list-style-type: none"><li>• A strong economy to help families and businesses</li><li>• Improving education to promote lifelong learning and greater economic mobility</li><li>• Stronger communities and support for the most vulnerable</li><li>• Ensuring Caymanians benefit from a healthy environment</li></ul>  |  |                                 |                              |

|   |   |   |   |  |
|---|---|---|---|--|
| MEG 3   | Ministerial Services  |   |   |  |
| DESCRIPTION   |   |   |   |  |
| Provision of administrative, executive, and governance services to support the Minister, including: <ul style="list-style-type: none"><li>Events Management and Speech Writing Services</li><li>Public relations advice and support including promotions of Ministry/Departmental initiatives through various mediums, Government Information Services liaison and other mass communication matters</li><li>Education Council Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking</li><li>Administration services provided to John Gray High School Project Steering Committee and Cayman Islands Agricultural Society</li><li>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)</li><li>Project/Facilities Management and oversight</li><li>Administrative Services provided for the review and management of Grants and Transfer Payments to Youth, Sports, and other organisations</li></ul> |   |   |   |  |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023   | 2021<br>12-Month<br>Forecast  |  |
| QUANTITY  | <ul style="list-style-type: none"><li>Number of events hosted or promotions managed</li><li>Number of press releases, press briefings or mass communications prepared</li><li>Number of speeches written</li><li>Number of regulatory Boards, Councils, Committees or other organisations where represented</li><li>Number of memberships on SAGC boards represented</li><li>Number of facilities management projects undertaken for the Ministry and its Departments</li><li>Number of larger scale projects receiving project management services for the Ministry and its Departments</li><li>Number of Education Council Meetings supported</li><li>Number of Purchase Agreements monitored</li><li>Number of Grant/Transfer Payment requests processed</li></ul> | <ul style="list-style-type: none"><li>2-5</li><li>20-30</li><li>10-20</li><li>2-5</li><li>1</li><li>40-50</li><li>3</li><li>12</li><li>2-4</li><li>2-10</li></ul> | <ul style="list-style-type: none"><li>2-5</li><li>20-30</li><li>10-20</li><li>2-5</li><li>1</li><li>40-50</li><li>3</li><li>12</li><li>2-4</li><li>2-10</li></ul> | <ul style="list-style-type: none"><li>5-10</li><li>40-50</li><li>30-40</li><li>9-12</li><li>2</li><li>80-90</li><li>6-8</li><li>14</li><li>44-50</li><li>40-50</li></ul> |
| QUALITY   | <ul style="list-style-type: none"><li>Services provided by appropriately experienced and qualified Personnel</li><li>Speeches, briefings, mass communications, etc. are peer reviewed and/or approved by Chief Officer or designate as necessary</li><li>Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer</li><li>Grants and Transfer Payments reviewed and processed in accordance with Government policies and the terms of the Purchase Agreement</li></ul>   | <ul style="list-style-type: none"><li>100%</li><li>100%</li><li>100%</li><li>100%</li></ul>   | <ul style="list-style-type: none"><li>100%</li><li>100%</li><li>100%</li><li>100%</li></ul>   | <ul style="list-style-type: none"><li>100%</li><li>100%</li><li>100%</li><li>New</li></ul>   |

|  |                    |                    |                    |
|--|--------------------|--------------------|--------------------|
| <b>TIMELINESS</b>  |                    |                    |                    |
| • 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%               |
| <b>LOCATION</b>  |                    |                    |                    |
| • Cayman Islands   | 100%               | 100%               | 100%               |
| <b>COST</b>  | <b>\$2,680,386</b> | <b>\$2,951,414</b> | <b>\$2,577,607</b> |
| <b>RELATED BROAD OUTCOMES:</b>   |                    |                    |                    |
| <ul style="list-style-type: none"> <li>Improving education to promote lifelong learning and greater economic mobility</li> <li>Stable, effective and accountable government</li> </ul> |                    |                    |                    |

|   |                                 |                                 |                              |
|---|---------------------------------|---------------------------------|------------------------------|
| 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. <ul style="list-style-type: none"><li>Research and evaluation of provision of services and consultation with key stakeholders</li><li>Provide recommendations to develop services and build capacity</li><li>Provide strategic oversight of specific initiatives to facilitate the development of inclusive, safe and positive school climates for all students</li><li>Support the implementation of legislation through development of guidance and policy documents for special education needs and at-risk youth</li></ul> |                                 |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY <ul style="list-style-type: none"><li>Number of programmes overseen and/or coordinated by the Inclusion Unit of the Ministry of Education</li><li>Number of training sessions developed and delivered</li><li>Number of inter-ministerial/agency meetings, workshops, presentations, training sessions attended or hosted</li></ul>  | 8-10<br><br>15-20<br>20-25      | 8-10<br><br>15-20<br>20-25      | 8-10<br><br>21<br>22         |
| QUALITY <ul style="list-style-type: none"><li>Purchase agreements or MOUs established for all programmes overseen and inform monitoring functions</li><li>Training sessions area hosted by trained personnel; 80% of evaluations provided with training sessions are rated good or better</li><li>Consultation meetings are attended and documented</li></ul>   | 100%<br><br>100%<br>100%        | 100%<br><br>100%<br>100%        | 100%<br><br>100%<br>100%     |
| TIMELINESS <ul style="list-style-type: none"><li>Purchase agreements or MOUs established for all programmes overseen and inform monitoring functions</li><li>Training sessions area hosted by trained personnel; 80% of evaluations provided with training sessions are rated good or better</li><li>Consultation meetings are attended and documented</li></ul>  | 100%<br><br>100%<br>100%        | 100%<br><br>100%<br>100%        | 100%<br><br>100%<br>100%     |
| LOCATION <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%                            | 100%                            | 100%                         |
| COST  | \$517,410                       | \$529,925                       | \$904,584                    |
| RELATED BROAD OUTCOME: <ul style="list-style-type: none"><li>Improving education to promote lifelong learning and greater economic mobility</li></ul>   |                                 |                                 |                              |

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|---|--|--|--|
| MEG 6   | Information, Communication and Technology Services   |  |  |
| <b>DESCRIPTION</b><br>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. <ul style="list-style-type: none"><li>Provision of helpdesk services to support ICT users (teachers and students) in the public schools</li><li>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)</li><li>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)</li><li>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</li><li>Piloting new hardware and software initiatives in all schools</li><li>Development of ICT Operational Use policies</li></ul> |  |  |  |
| <b>MEASURES</b>   | <b>2022<br/>1 Jan to<br/>31 Dec 2022</b>   | <b>2023<br/>1 Jan to<br/>31 Dec 2023</b>   | <b>2021<br/>12-Month<br/>Forecast</b>  |
| <b>QUANTITY</b> <ul style="list-style-type: none"><li>Number of sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology</li><li>Number of online portals and websites supported</li><li>Number of software applications supported</li><li>Number of end users supported</li><li>Number of laptop, desktop and tablet computers maintained</li><li>Number of wireless access points supported</li><li>Number of servers supported</li><li>Number of network equipment devices supported</li><li>Policies developed for ICT related strategies and management</li></ul>  | 21<br><br>24<br>30-35<br>5,700-5,800<br>4,000-4,500<br>275-300<br>90-100<br>150-170<br>2-3 | 21<br><br>24<br>30-35<br>5,700-5,800<br>4,000-4,500<br>275-300<br>90-100<br>150-170<br>2-3 | 20<br><br>24<br>30-35<br>5,700-5,800<br>4,000-4,500<br>275-300<br>90-100<br>150-170<br>2-3 |
| <b>QUALITY</b> <ul style="list-style-type: none"><li>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</li><li>End-users (students, teachers, admin staff) provided with appropriate support for ICT hardware and software by ICT unit and helpdesk system</li><li>PC’s, software, servers and network equipment to be maintained with approved hardware peripherals and consistent software updates</li><li>Policies Developed through a consultative process with strategic partners</li></ul>  | 100%<br><br>100%<br>85-95%<br>100%   | 100%<br><br>100%<br>85-95%<br>100%   | 100%<br><br>100%<br>95%<br>100%  |
| <b>TIMELINESS</b> <ul style="list-style-type: none"><li>All ICT services available during normal working hours</li><li>Response to helpdesk tickets within two business days</li><li>Policies to be completed by 31 December</li></ul>  | 90-95%<br>100%<br>100%   | 90-95%<br>100%<br>100%   | 97%<br>100%<br>100%  |
| <b>LOCATION</b> <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%   | 100%   | 100%   |
| <b>COST</b>   | <b>\$4,274,127</b>   | <b>\$4,507,068</b>   | <b>\$3,240,683</b>   |
| <b>RELATED BROAD OUTCOME:</b> <ul style="list-style-type: none"><li>Improving education to promote lifelong learning and greater economic mobility</li></ul>  |  |  |  |

|   |  |  |  |
|---|--|--|--|
| 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:  |  |  |  |
| <ul style="list-style-type: none"><li>• Provide support with the registration process for new and existing early childhood care and education establishments</li><li>• Provide programmes and opportunities to strengthen the families of young children to provide early stimulation and care</li><li>• 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</li><li>• Develop and facilitate training to ensure confident and competent practitioners who provide quality provision for young children</li><li>• Support for implementation of early years curriculum</li><li>• Developing policies and guidance documents to regularize and support assessment in the early years</li><li>• Embedding a data driven culture in early childhood care and education in order to make informed decisions</li><li>• Collaboration between early childhood centres, Early Intervention , and primary schools to ensure that children have a smooth transition to schools</li><li>• Administering the Early Childhood Assistance Programme (ECAP) to support access to ECCE centres</li><li>• Investigating methods to expand offerings in the early childhood sector and access to provision for families</li><li>• Interagency collaboration and promotion of ECCE within the community to support health, social care and education</li></ul> |  |  |  |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022              | 2023<br>1 Jan to<br>31 Dec 2023              | 2021<br>12-Month<br>Forecast                       |
| QUANTITY  |  |  |  |
| <ul style="list-style-type: none"><li>• ECAP application intake period(s) facilitated</li><li>• Education Council Registration period for early childhood centres facilitated</li><li>• Training/professional development plan for the early childhood sector prepared and implemented</li><li>• Training/support development plan for parents of young children prepared and implemented</li><li>• Transition plan developed/reviewed to support parents, early childhood centres and schools</li><li>• Document prepared/reviewed detailing options for expanding offerings in the early childhood sector and presented to Minister and/or Education Council</li><li>• Research database created and is being used to make decisions</li><li>• National assessment policy developed and broken down into centre-based actions</li></ul>   | 1<br>1<br>1<br>1<br>1<br>1<br>1<br>1         | 1<br>1<br>1<br>1<br>1<br>1<br>1<br>1         | 1<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A |
| QUALITY   |  |  |  |
| <ul style="list-style-type: none"><li>• ECCE settings to which support is given</li><li>• ECAP process consistently applied within the approved guidelines</li><li>• ECCE centres are supported through the registration process using the Education Act (2016) with collaboration with other agencies and appropriately qualified and experienced personnel</li><li>• 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</li><li>• Implementation of curriculum is supported by qualified staff</li><li>• Necessary policy or guidance document/s developed</li></ul>   | 100%<br>100%<br>100%<br>100%<br>100%<br>100% | 100%<br>100%<br>100%<br>100%<br>100%<br>100% | 100%<br>100%<br>100%<br>100%<br>100%<br>100%       |

|   |                  |                  |                  |
|---|------------------|------------------|------------------|
| <b>TIMELINESS</b>   |                  |                  |                  |
| • Support sessions with ECCE centres and schools facilitated within agreed times  | 100%             | 100%             | 100%             |
| • ECAP applications processed within the intake period time and approved payments made to relevant early childhood centres within the acceptable period | 90-100%          | 90-100%          | 95%              |
| • Centres are supported through registration and presented to Education Council within the timeliness requirements of the Education Act (2016)          | 90-100%          | 90-100%          | 80%              |
| • Professional Development sessions held during the specified time  | 90-100%          | 90-100%          | 100%             |
| • Meetings facilitated during the specified time  | 90-100%          | 90-100%          | 100%             |
| • Research-based data are actively collected and reported on Policies /guidance document developed and enacted  | 90-100%          | 90-100%          | New              |
| <b>LOCATION</b>   |                  |                  |                  |
| • Cayman Islands  | 100%             | 100%             | 100%             |
| <b>COST</b>   |                  |                  |                  |
|   | <b>\$600,839</b> | <b>\$622,242</b> | <b>\$724,182</b> |
| <b>RELATED BROAD OUTCOME:</b>   |                  |                  |                  |
| • 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:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>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;</li><li>Presentation of shortlisted applicants, appeals and requests to Education Council, as required</li><li>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</li><li>Disbursement of funds and career guidance/counseling for students as required throughout the scholarship process</li></ul> |   |                                 |                              |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022               | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of <i>new local</i> scholarship/grant applications received and processed</li></ul>   | 300-500                                       | 300-500                         | 365                          |
| <ul style="list-style-type: none"><li>Number of <i>new overseas</i> scholarship applications received and processed</li></ul>  | 300-500                                       | 300-500                         | 300-500                      |
| <ul style="list-style-type: none"><li>Number of current local scholarships or grants being monitored</li></ul>   | 1,400-1,600                                   | 1,400-1,600                     | 1,298                        |
| <ul style="list-style-type: none"><li>Number of current overseas scholarships being monitored</li></ul>  | 600-700                                       | 600-700                         | 602                          |
| QUALITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Services provided by appropriately experienced and qualified personnel</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Scholarship or grant awards are governed by agreed criteria by Education Council</li></ul>   | 100%  | 100%                            | 100%                         |
| TIMELINESS   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Recommended new Overseas Scholarship applicants for the 22/23 and 23/24 school year are submitted to Education Council by stipulated deadlines</li></ul>   | 90-100%                                       | 90-100%                         | 100%                         |
| <ul style="list-style-type: none"><li>Recommended new Local Scholarship applicants for the 22/23 and 23/24 school year to be approved by stipulated deadlines</li></ul>  | 90-100%                                       | 90-100%                         | 100%                         |
| LOCATION   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%  | 100%                            | 100%                         |
| COST   |   |                                 |                              |
|  | \$1,011,477                                   | \$1,034,322                     | \$759,720                    |
| RELATED BROAD OUTCOME:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Improving education to promote lifelong learning and greater economic mobility</li></ul>   |   |                                 |                              |



|   |   |                                 |                              |
|---|---|---------------------------------|------------------------------|
| LIB 5   | Community Information, Education and Recreational Resource Centre |                                 |                              |
| <b>DESCRIPTION</b>  |   |                                 |                              |
| 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   |   |                                 |                              |
| <ul style="list-style-type: none"><li>• Connection building to encourage and facilitate self-directed learning</li><li>• 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)</li><li>• Development of collections, programmes and services that are responsive to the needs of the community (consumer education, small business support, cultural heritage)</li><li>• Development and implementation of coordinated access to collections, services and resource’s among the libraries in the Cayman Islands to maximise resources</li></ul> |   |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022                                   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| <b>QUANTITY</b>   |   |                                 |                              |
| <ul style="list-style-type: none"><li>• Number of items circulation throughout the year</li></ul>   | 50,000  | 50,000                          | 48,000                       |
| <ul style="list-style-type: none"><li>• Number of Reference Transactions</li></ul>  | 4,000-4,500   | 4,000-4,500                     | 4,000                        |
| <ul style="list-style-type: none"><li>• Number of literacy programs</li></ul>   | 30  | 30                              | 30                           |
| <ul style="list-style-type: none"><li>• Number of community/cultural programs</li></ul>   | 10  | 10                              | 15                           |
| <ul style="list-style-type: none"><li>• Number of information access/technology programs</li></ul>  | 15  | 15                              | 15                           |
| <ul style="list-style-type: none"><li>• Number of adult books acquired</li></ul>  | 1,500   | 1,500                           | 1,100                        |
| <ul style="list-style-type: none"><li>• Number of juvenile books acquired</li></ul>   | 1,000   | 1,000                           | 1,700                        |
| <ul style="list-style-type: none"><li>• Number of ICT hours accessed</li></ul>  | 25,000  | 25,000                          | 26,000                       |
| <ul style="list-style-type: none"><li>• Number of facilities operated</li></ul>   | 6   | 6                               | 6                            |
| <b>QUALITY</b>  |   |                                 |                              |
| <ul style="list-style-type: none"><li>• Operations in all locations overseen by suitably qualified staff</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Reference Services provided by suitably qualified staff</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Materials selected and programmes developed and monitored by qualified staff</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• All facilities meet safety regulations, are kept clean and neat and are publicly accessible</li></ul>   | 100%  | 100%                            | 100%                         |
| <b>TIMELINESS</b>   |   |                                 |                              |
| <ul style="list-style-type: none"><li>• Materials will be available for loan throughout the library’s opening hours</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Ready reference enquiries will be processed within twenty-four hours of receipt</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Library materials will be acquired quarterly</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Programmes will be prepared and delivered on a monthly basis</li></ul>  | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Library facilities are operated on an agreed schedule as approved by the Chief Officer</li></ul>  | 100%  | 100%                            | 100%                         |
| <b>LOCATION</b>   |   |                                 |                              |
| <ul style="list-style-type: none"><li>• Cayman Islands</li></ul>  | 100%  | 100%                            | 100%                         |
| <b>COST</b>   |   |                                 |                              |
|   | \$1,722,429   | \$1,741,413                     | \$1,837,208                  |
| <b>RELATED BROAD OUTCOMES:</b>  |   |                                 |                              |
| <ul style="list-style-type: none"><li>• Improving education to promote lifelong learning and greater economy mobility</li><li>• Stronger communities and support for the most vulnerable</li></ul>  |   |                                 |                              |

|  |   |   |   |
|--|---|---|---|
| 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: <ul style="list-style-type: none"><li>• Implementation and delivery of a new curriculum for early years and primary students</li><li>• Assessment, recording and reporting of students' progress and attainment</li><li>• Student progress and achievement reports issued with reference to attainment targets three times annually.</li><li>• 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.</li><li>• Curriculum in core subjects of English, Mathematics and Science at Key Stage 1 and Key Stage 2</li></ul> |   |   |   |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022                       | 2023<br>1 Jan to<br>31 Dec 2023                       | 2021<br>12-Month<br>Forecast                    |
| QUANTITY <ul style="list-style-type: none"><li>• Number of students for whom reception programmes and primary school service is provided</li><li>• Number of schools</li><li>• Number of instructional days for students</li><li>• Number of national curriculum subjects taught</li><li>• Number of annual cognitive abilities tests and attitude surveys administered</li><li>• Number of national student progress and achievement reports per student</li><li>• Number of standardized national core curriculum subject tests administered</li></ul>   | 2,500-3,000<br><br>10<br>185<br>12<br>2<br><br>3<br>5 | 2,500-3,000<br><br>10<br>185<br>12<br>2<br><br>3<br>5 | 2,600<br><br>10<br>185<br>12<br>2<br><br>3<br>5 |
| QUALITY <ul style="list-style-type: none"><li>• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications</li><li>• Overall student/teacher ratio is less than 15: 1 (Students per total teaching staff within the primary schools)</li><li>• Overall student/teacher ratio is less than or equal to 12: 1 (Students per total teaching staff within the reception programme)</li><li>• Nursery and Reception programmes delivered</li><li>• Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency</li><li>• National curriculum tests internally and/or externally written in accordance with international/regional best practice (English National Curriculum Assessments in the Cayman Islands)</li></ul>   | 95-100%<br>95-100%<br>100%<br>100%<br>100%<br>100%    | 95-100%<br>95-100%<br>100%<br>100%<br>100%<br>100%    | 100%<br>100%<br>100%<br>100%<br>100%<br>100%    |

|   |                     |                     |                     |
|---|---------------------|---------------------|---------------------|
| <b>TIMELINESS</b>   |                     |                     |                     |
| • Reception programmes and Primary education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar  | 100%                | 100%                | 100%                |
| • Standardised and national curriculum (English National Curriculum Assessments in the Cayman Islands) administered annually in May/June and October for the budget ending December 2022 and 2023 | 100%                | 100%                | 100%                |
| • Students' progress reports to parents/guardians at least three times annually   | 100%                | 100%                | 100%                |
| <b>LOCATION</b>   |                     |                     |                     |
| • Cayman Islands  | 100%                | 100%                | 100%                |
| <b>COST</b>   |                     |                     |                     |
|   | <b>\$33,371,255</b> | <b>\$38,601,419</b> | <b>\$31,883,332</b> |
| <b>RELATED BROAD OUTCOME:</b>   |                     |                     |                     |
| • 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:   |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>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</li><li>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)</li><li>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)</li><li>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)</li><li>Assessment, recording and reporting of students' progress and attainment:<ul style="list-style-type: none"><li>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.</li><li>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</li><li>Student attitude survey to be administered in Years 7-12 to provide supporting information for student attainment, engagement and well-being</li></ul></li></ul> |                                       |                                 |                              |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022       | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>Number of students for whom secondary school service is provided</li></ul>   | 2,000-2,300                           | 2,000-2,300                     | 1,975                        |
| <ul style="list-style-type: none"><li>Number of schools</li></ul>  | 3                                     | 3                               | 3                            |
| <ul style="list-style-type: none"><li>Number of instructional days for students</li></ul>  | 185                                   | 185                             | 185                          |
| <ul style="list-style-type: none"><li>Number of national curriculum subjects taught in KS3</li></ul>   | 13                                    | 13                              | 13                           |
| <ul style="list-style-type: none"><li>Number of core subjects taught at KS4</li></ul>  | 6                                     | 6                               | 6                            |
| <ul style="list-style-type: none"><li>Number of optional subjects offered</li></ul>  | 20-27                                 | 20-27                           | 20-27                        |
| <ul style="list-style-type: none"><li>Number of annual cognitive abilities tests and attitude surveys administered</li></ul>   | 2                                     | 2                               | 2                            |
| <ul style="list-style-type: none"><li>Number of annual standardised national core curriculum tests administered</li></ul>  | 3                                     | 3                               | -                            |
| <ul style="list-style-type: none"><li>Number of student progress reports produced per student</li></ul>  | 3                                     | 3                               | 3                            |
| QUALITY  |                                       |                                 |                              |
| <ul style="list-style-type: none"><li>Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications</li></ul>  | 95-100%                               | 95-100%                         | 95-100%                      |
| <ul style="list-style-type: none"><li>Overall student/teacher ratio (Students per total teaching staff within the schools) 10-15:1</li></ul>   | 100%                                  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency</li></ul>   | 100%                                  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>National curriculum tests internally and/or externally written in accordance with international/regional best practice</li></ul>   | 100%                                  | 100%                            | 100%                         |

|   |                     |                     |                     |
|---|---------------------|---------------------|---------------------|
| <b>TIMELINESS</b>   |                     |                     |                     |
| • 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%                |
| <b>LOCATION</b>   |                     |                     |                     |
| • Cayman Islands, Overseas  | 100%                | 100%                | 100%                |
| <b>COST</b>   |                     |                     |                     |
|   | <b>\$29,929,112</b> | <b>\$31,573,918</b> | <b>\$28,435,412</b> |
| <b>RELATED BROAD OUTCOME:</b>   |                     |                     |                     |
| • 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:  |  |                                      |                                    |
| <ul style="list-style-type: none"><li>• Delivery of the Key Stage 1, 2 and 3 National Curriculum, adapted to the specific needs of the students</li><li>• Critical Life skills Programme for students at primary and secondary levels with more profound disabilities, emphasizing communication and independent living skills</li><li>• 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.</li><li>• Specialised programmes for secondary students, with reference to students’ Individual Education Plans, including:<ul style="list-style-type: none"><li>○ Pre-Vocational Programme for students who experience moderate disabilities and who may be able to access future vocational settings or sheltered workshop programmes</li><li>○ Vocational Work Experience Programme for students in their last year of enrolment capable of supervised employment in supportive work settings.</li><li>○ (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)</li></ul></li><li>• Assessment, recording and written reports of students’ achievement<ul style="list-style-type: none"><li>○ 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.</li></ul></li></ul> |  |                                      |                                    |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022            | 2023<br>1 Jan to<br>31 Dec 2023      | 2021<br>12-Month<br>Forecast       |
| QUANTITY   |  |                                      |                                    |
| <ul style="list-style-type: none"><li>• Number of students for whom services are provided at LHS</li><li>• Number of students participating in mainstream inclusion programme</li><li>• Number of school days for students at LHS</li><li>• Number of specialized programmes provided</li><li>• Number of student progress reports produced per student</li></ul>  | 100-110<br>6-15<br><br>185<br>6<br>3       | 100-110<br>6-15<br><br>185<br>6<br>3 | 100-110<br>15<br><br>185<br>6<br>3 |
| QUALITY  |  |                                      |                                    |
| <ul style="list-style-type: none"><li>• Lessons provided by teachers with appropriate training and qualifications</li><li>• ASDAN framework used to accredit aspects of work of secondary students</li><li>• Students with current IEPs</li></ul>  | 95-100%<br>100%<br>100%                    | 95-100%<br>100%<br>100%              | 100%<br>100%<br>100%               |
| TIMELINESS   |  |                                      |                                    |
| <ul style="list-style-type: none"><li>• All education programmes to be delivered over academic year from September through June</li><li>• Students’ progress reports to parents three times annually</li></ul>   | 100%<br>100%                               | 100%<br>100%                         | 100%<br>100%                       |
| LOCATION   |  |                                      |                                    |
| <ul style="list-style-type: none"><li>• Cayman Islands</li></ul>   | 100%                                       | 100%                                 | 100%                               |
| COST   |  |                                      |                                    |
|  | \$4,526,224                                | \$4,603,481                          | \$4,205,315                        |
| RELATED BROAD OUTCOME:   |  |                                      |                                    |
| <ul style="list-style-type: none"><li>• Improving education to promote lifelong learning and greater economic mobility</li></ul>   |  |                                      |                                    |
| 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   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Co-ordination and devolved oversight of school inclusion services against established operating parameters and expectations for deliverance and student outcome.</li><li>Provision of school inclusion services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream</li></ul> <p><b>Primary Inclusion Services - Provision of a:</b></p> <ul style="list-style-type: none"><li>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.</li><li>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).</li></ul> <p><b>Secondary Inclusion Services - Provision of:</b></p> <ul style="list-style-type: none"><li>School Inclusion Specialists to provide support to allocated Secondary Schools, providing intensive support for learning and behaviour to reduce the risk of exclusion.</li><li>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.</li></ul> |                                 |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of in-school secondary inclusion provisions</li></ul>  | 4                               | 4                               | 4                            |
| <ul style="list-style-type: none"><li>Number of in-school suspension units</li></ul>  | 4                               | 4                               | 4                            |
| <ul style="list-style-type: none"><li>Number of secondary students participating in the Secondary Therapeutic Behaviour Services Programme</li></ul>  | 12-16                           | 12-16                           | 10                           |
| <ul style="list-style-type: none"><li>Number of Secondary Therapeutic provision</li></ul>   | 1                               | 1                               | 1                            |
| <ul style="list-style-type: none"><li>Number of Primary Therapeutic provision</li></ul>   | 2                               | 2                               | 1                            |
| <ul style="list-style-type: none"><li>Number of students provided for through the Transition Unit</li></ul>   | 6-8                             | 6-8                             | 6                            |
| <ul style="list-style-type: none"><li>Number of Students provided for in the Primary Key Stage 1 Therapeutic Unit</li></ul>   | 6-8                             | 6-8                             | 10                           |
| <ul style="list-style-type: none"><li>Number of Students provided for in the Primary KS 2 Therapeutic Unit</li></ul>  | 6-8                             | 6-8                             | 9                            |
| <ul style="list-style-type: none"><li>Number of students supported in the mainstream settings through the Primary Behaviour Support Service</li></ul>   | 150-250                         | 150-250                         | 150-250                      |
| <ul style="list-style-type: none"><li>Number of students supported in mainstream settings through the Secondary Behaviour Support Service</li></ul>   | 350-400                         | 350-400                         | 350-400                      |
| <ul style="list-style-type: none"><li>Days of operation of School Inclusion services</li></ul>  | 185                             | 185                             | 259                          |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Services by school inclusion specialists to be provided by staff with appropriate training, qualifications and experience</li></ul>   | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All students in Primary Therapeutic Behaviour Services Programme with Individual Educational Plans (IEPs)/Individual Behavioural Plans (IBPs)</li></ul>   | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All students in Secondary Therapeutic Behaviour Services Programme with IEP/IBPs</li></ul>  | 100%                            | 100%                            | 100%                         |

|   |                    |                    |                    |
|---|--------------------|--------------------|--------------------|
| <b>TIMELINESS</b>   |                    |                    |                    |
| • 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%               |
| <b>LOCATION</b>   |                    |                    |                    |
| • Cayman Islands, Overseas  | 100%               | 100%               | 100%               |
| <b>COST</b>   |                    |                    |                    |
|   | <b>\$2,357,529</b> | <b>\$2,399,804</b> | <b>\$1,521,384</b> |
| <b>RELATED BROAD OUTCOME:</b>   |                    |                    |                    |
| • 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:  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Educational Psychology providing expert assessment and intervention services for students with a range of social, emotional, psychological and cognitive challenges</li><li>• Speech and Language Therapy for students with difficulties in communication</li><li>• Occupational Therapy</li><li>• School Counselling</li><li>• English as a Second Language services</li><li>• Services for the Hearing Impaired and the Visually Impaired</li><li>• Early Intervention Services to promote the growth and development of children in the early years with significant barriers to learning</li><li>• Music Therapy for students with Emotional, Behavioural difficulties and motor skill issues</li></ul> |                                 |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Individual student psychological assessments</li></ul>  | 150-200                         | 150-200                         | 150-200                      |
| <ul style="list-style-type: none"><li>• Individual speech and language assessments</li></ul>  | 350-400                         | 350-400                         | 350-400                      |
| <ul style="list-style-type: none"><li>• Individual occupational therapy assessments</li></ul>   | 100-200                         | 100-200                         | 150                          |
| <ul style="list-style-type: none"><li>• Students supported through English as a Second Language instruction</li></ul>   | 90-100                          | 90-100                          | 90-100                       |
| <ul style="list-style-type: none"><li>• Number of students served by the occupational therapy programme</li></ul>   | 250-300                         | 250-300                         | 250-300                      |
| <ul style="list-style-type: none"><li>• Number of students served by the speech and language therapy programme</li></ul>  | 300-400                         | 300-400                         | 300                          |
| <ul style="list-style-type: none"><li>• Number of students served by the counselling programme</li></ul>  | 1,500-2,000                     | 1,500-2,000                     | 1,500-2,000                  |
| <ul style="list-style-type: none"><li>• Number of students served in the Hearing Impaired Programme</li></ul>   | 20-25                           | 20-25                           | 20-25                        |
| <ul style="list-style-type: none"><li>• Number of students served in the Visually Impaired Programme</li></ul>  | 35-40                           | 35-40                           | 35-40                        |
| <ul style="list-style-type: none"><li>• Number of children served through the Early Intervention Programme</li></ul>  | 121-150                         | 121-150                         | 121-150                      |
| <ul style="list-style-type: none"><li>• Students served by the Music Therapy Programme</li></ul>  | 40-60                           | 40-60                           | 40-60                        |
| QUALITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Assessments and interventions to be provided by appropriately trained and qualified individuals</li></ul>   | 95-100%                         | 95-100%                         | 95-100%                      |
| <ul style="list-style-type: none"><li>• All services to be aligned with student IEP's and IBDs</li></ul>  | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Early intervention assessments and interventions carried out by appropriately qualified and experienced staff</li></ul>   | 100%                            | 100%                            | 100%                         |
| TIMELINESS  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Psychological assessments provided within 60 days of approved request</li></ul>   | 95-100%                         | 95-100%                         | 100%                         |
| <ul style="list-style-type: none"><li>• Speech and language assessments provided within 60 days of approved request</li></ul>   | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Occupational therapy assessments and music therapy assessments provided within 60 days of approved request</li></ul>  | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Early childhood assessment and interventions conducted in line with SEN Code of Practice</li></ul>  | 100%                            | 100%                            | 100%                         |
| LOCATION  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Cayman Islands</li></ul>  | 100%                            | 100%                            | 100%                         |
| COST  |                                 |                                 |                              |
|   | \$4,732,577                     | \$4,827,780                     | \$4,905,204                  |
| RELATED BROAD OUTCOME:  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Improving education to promote lifelong learning and greater economic mobility</li></ul>  |                                 |                                 |                              |

|   |                                     |                                 |                              |
|---|-------------------------------------|---------------------------------|------------------------------|
| DES 6   | Operational School Support Services |                                 |                              |
| <b>DESCRIPTION</b>  |                                     |                                 |                              |
| Provision of key infrastructural, procurement and other services to support the effective operations of schools and the education system, including: <ul style="list-style-type: none"><li>Centralised tendering and procurement services for capital and recurrent expenditure orders for schools:</li><li>Identifying quality suppliers, negotiating and managing contracts, managing supplier relationships, managing tendering processes (Public Procurement Committee - PPC and Entity Tenders Committee - ETC)</li><li>Student transportation to and from schools, and local educational excursions</li><li>Sanitisation school buses and education sites</li><li>Oversight of canteen services at schools</li><li>Oversight of janitorial services</li><li>Oversight of campus security services</li></ul> |                                     |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022     | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Number of educational sites for which procurement service provided</li></ul>  | 22                                  | 22                              | 21                           |
| <ul style="list-style-type: none"><li>Number of consolidated capital orders processed</li></ul>   | 5-10                                | 5-10                            | 5-10                         |
| <ul style="list-style-type: none"><li>Number of consolidated overseas recurrent orders processed</li></ul>  | 20-25                               | 20-25                           | 20-25                        |
| <ul style="list-style-type: none"><li>Number of janitorial contracts managed</li></ul>  | 20                                  | 20                              | 20                           |
| <ul style="list-style-type: none"><li>Number of transportation contracts managed</li></ul>  | 7                                   | 7                               | 7                            |
| <ul style="list-style-type: none"><li>Number of canteen contracts managed</li></ul>   | 9                                   | 9                               | 9                            |
| <ul style="list-style-type: none"><li>Number of security contracts managed</li></ul>  | 13-17                               | 13-17                           | 13-17                        |
| <ul style="list-style-type: none"><li>Number of tender processes managed</li></ul>  | 9-15                                | 9-15                            | 9-15                         |
| QUALITY   |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Procurement processes managed by appropriately qualified and experienced individuals</li></ul>  | 100%                                | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Tendering processes administered in line with The Procurement Act, 2016 and The Procurement Regulations, 2018</li></ul>   | 100%                                | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Contracts awarded in line with tender specifications and any relevant legal requirements</li></ul>  | 100%                                | 100%                            | 100%                         |
| TIMELINESS  |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Consolidated capital and overseas recurrent orders processed within 60 – 90 days of confirmation.</li></ul>   | 95-100%                             | 95-100%                         | 90%                          |
| <ul style="list-style-type: none"><li>Contracts tendered by July 2022 for the budget ending December 2022 and by July 2023 for the budget ending December 2023</li></ul>  | 95-100%                             | 95-100%                         | 70%                          |
| <ul style="list-style-type: none"><li>Prescribed transport routes serviced daily and on time</li></ul>  | 95-100%                             | 95-100%                         | 100%                         |
| <ul style="list-style-type: none"><li>Janitorial and security services provided in accordance with agreed schedule</li></ul>  | 95-100%                             | 95-100%                         | 100%                         |
| <ul style="list-style-type: none"><li>Canteen services provided daily during the school year</li></ul>  | 95-100%                             | 95-100%                         | 100%                         |
| LOCATION  |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 100%                                | 100%                            | 100%                         |
| COST  | \$10,764,865                        | \$10,795,364                    | \$9,324,724                  |
| RELATED BROAD OUTCOME:  |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Improving education to promote lifelong learning and greater economic mobility</li></ul>  |                                     |                                 |                              |

|  |                                 |                                 |                              |
|--|---------------------------------|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>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   | \$3,925,047                     | \$3,935,809                     | \$4,027,734                  |
| RELATED BROAD OUTCOME:   |                                 |                                 |                              |
| • Improving education to promote lifelong learning and greater economic mobility   |                                 |                                 |                              |

|  |                                 |                                 |                              |
|--|---------------------------------|---------------------------------|------------------------------|
| DES 11   | Further Education Programme     |                                 |                              |
| <b>DESCRIPTION</b>   |                                 |                                 |                              |
| 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:  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Vocational, career and technical programmes components, including opportunities for work experience</li><li>• A Foundations Programme, to assist students who need additional support in obtaining key academic qualifications</li><li>• Supervision of a Dual Entry programme component, to offer guidance and monitoring of students in Grand Cayman and Cayman Brac who attend off-site educational programmes for Year 12 credit (e.g. UCCI, A Levels, approved off-island programmes)</li></ul> |                                 |                                 |                              |
| 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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Number of students provided services through the advanced Dual-Entry programme</li></ul>   | 90-150                          | 90-150                          | 146                          |
| <ul style="list-style-type: none"><li>• Number of student places available in career and technical programmes</li></ul>  | 250-300                         | 250-300                         | 250                          |
| <ul style="list-style-type: none"><li>• Number of vocational, career and technical subjects offered</li></ul>  | 10-14                           | 10-14                           | 11                           |
| <ul style="list-style-type: none"><li>• Number of students placed on work experience/community services placements</li></ul>   | 240-260                         | 240-260                         | 243                          |
| <ul style="list-style-type: none"><li>• Number of students counselled through the Careers Advisory Service</li></ul>   | 750-1,000                       | 750-1,000                       | 500                          |
| <ul style="list-style-type: none"><li>• Number of instructional days for students</li></ul>  | 180                             | 180                             | 180                          |
| QUALITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Career and technical programmes accredited through external qualification schemes</li></ul>  | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>• Programmes delivered by staff with appropriate training and qualification</li></ul>  | 95-100%                         | 95-100%                         | 100%                         |
| TIMELINESS   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Programmes to be delivered over academic year from September to June</li></ul>   | 90-100%                         | 90-100%                         | 90-100%                      |
| LOCATION   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Cayman Islands</li></ul>   | 100%                            | 100%                            | 100%                         |
| COST   |                                 |                                 |                              |
|  | \$3,562,257                     | \$3,742,154                     | \$3,166,200                  |
| RELATED BROAD OUTCOME:   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>• Improving education to promote lifelong learning and greater economic mobility</li></ul>   |                                 |                                 |                              |

*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:   |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Assisting /mentoring school leadership to evaluate school performance, using evidence-based assessment, to identify priorities for improvement and plan effective change</li><li>Monitoring and reporting on student achievement and overall school performance</li><li>Identifying training and professional development needs</li><li>Developing and implementing school improvement strategies and Structured Support Plans for schools requiring additional external support</li><li>Collecting, collating, analysing and reporting of educational data, to inform strategic planning and decision-making</li><li>Communicating and ensuring the effective implementation of Ministry policy and strategic initiatives</li><li>Advising and informing the Ministry to support policy and strategy development</li><li>Coordinating and reporting on results of standardized tests; and managing entry process, submissions, reports and statistics for external examinations</li><li>Managing and monitoring school attendance and registration</li></ul> |                                     |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022     | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>Number of School Improvement Plans (SIPs) advised, monitored and reported on</li></ul>  | 15                                  | 15                              | 15                           |
| <ul style="list-style-type: none"><li>Number of Post Inspection Plans (PIPs) advised, monitored and reported on</li></ul>   | 16                                  | 16                              | 16                           |
| <ul style="list-style-type: none"><li>Number of Structured Support Plans developed and implemented</li></ul>  | 1-3                                 | 1-3                             | 1-3                          |
| <ul style="list-style-type: none"><li>Number of consolidated monthly statistical reports</li></ul>  | 10                                  | 10                              | 10                           |
| <ul style="list-style-type: none"><li>Number of strategic data analysis reports</li></ul>   | 5-10                                | 5-10                            | 10                           |
| <ul style="list-style-type: none"><li>Number of DES Annual reports on School Performance and Development</li></ul>  | 1                                   | 1                               | 1                            |
| <ul style="list-style-type: none"><li>Number of strategic initiatives supported</li></ul>   | 4-6                                 | 4-6                             | 6                            |
| <ul style="list-style-type: none"><li>Number of external examination entries processed</li></ul>  | 4,500-5,000                         | 4,500-5,000                     | 4,500-5,000                  |
| <ul style="list-style-type: none"><li>Number of reports per primary/secondary school on standardised tests and KS tests</li></ul>   | 8                                   | 8                               | 8-10                         |
| <ul style="list-style-type: none"><li>Number of statistical reports on external exams results</li></ul>   | 1                                   | 1                               | 1                            |
| <ul style="list-style-type: none"><li>Number of new student registrations processed</li></ul>   | 500-600                             | 500-600                         | 500-600                      |
| <ul style="list-style-type: none"><li>Number of student transcripts completed</li></ul>   | 400-450                             | 400-450                         | 400-450                      |
| <ul style="list-style-type: none"><li>Number of temporary teacher licence applications processed</li></ul>  | 80-120                              | 80-120                          | 80-120                       |
| <ul style="list-style-type: none"><li>Number of full teacher licence applications and home school licences processed for approval by Education Council</li></ul>  | 275-350<br>100-130                  | 275-350<br>100-130              | 350<br>130                   |
| QUALITY   |                                     |                                 |                              |
| <ul style="list-style-type: none"><li>School improvement services delivered by professionals with appropriate, qualifications, training and experience</li></ul>  | 100%                                | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Structured Support Plans to be developed in consultation with key stakeholders</li></ul>  | 100%                                | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Statistical reports prepared according to template approved by Chief Officer (CO) and subject to sign off by Chief Officer prior to publication</li></ul>   | 100%                                | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Annual DES report prepared according to template agreed with Chief Officer</li></ul>  | 100%                                | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Transcripts completed according to template approved by CO</li></ul>  | 100%                                | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Teacher licences completed according to template approved by Education Council</li></ul>  | 100%                                | 100%                            | 100%                         |

|  |                    |                    |                    |
|--|--------------------|--------------------|--------------------|
| <b>TIMELINESS</b>  |                    |                    |                    |
| • 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   |                    |                    |                    |
| <b>LOCATION</b>  |                    |                    |                    |
| • Cayman Islands   | 100%               | 100%               | 100%               |
| <b>COST</b>  |                    |                    |                    |
|  | <b>\$3,957,034</b> | <b>\$4,049,386</b> | <b>\$4,651,172</b> |
| <b>RELATED BROAD OUTCOME:</b>  |                    |                    |                    |
| • 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**  
**Acting Chief Officer**

**Ministry Education**

**31 December 2021**

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# FINANCIAL STATEMENTS

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

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**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<br>Forecast 2021 | STATEMENT OF FINANCIAL POSITION      | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------------|------|-------------------------|-------------------------|
|                           | <b>Current Assets</b>                |      |                         |                         |
| 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               |
| <b>133,593,233</b>        | <b>Total Current Assets</b>          |      | <b>146,111,862</b>      | <b>159,582,030</b>      |
|                           | <b>Non-Current Assets</b>            |      |                         |                         |
| -                         | 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             |
| <b>269,671,061</b>        | <b>Total Non-Current Assets</b>      |      | <b>302,520,672</b>      | <b>318,173,504</b>      |
|                           |                                      |      |                         |                         |
| <b>403,264,294</b>        | <b>Total Assets</b>                  |      | <b>448,632,534</b>      | <b>477,755,534</b>      |
|                           | <b>Current Liabilities</b>           |      |                         |                         |
| 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                 |      | -                       | -                       |
| <b>5,770,480</b>          | <b>Total Current Liabilities</b>     |      | <b>5,770,480</b>        | <b>5,770,480</b>        |
|                           | <b>Non-Current Liabilities</b>       |      |                         |                         |
| -                         | Trade payables                       | 7    | -                       | -                       |
| -                         | Other payables and accruals          | 7    | -                       | -                       |
| -                         | Unearned revenue                     | 8    | -                       | -                       |
| -                         | Employee entitlements                | 9    | -                       | -                       |
| -                         | <b>Total Non-Current Liabilities</b> |      | -                       | -                       |
|                           |                                      |      |                         |                         |
| <b>5,770,480</b>          | <b>Total Liabilities</b>             |      | <b>5,770,480</b>        | <b>5,770,480</b>        |
|                           |                                      |      |                         |                         |
| <b>397,493,814</b>        | <b>Net Assets</b>                    |      | <b>442,862,054</b>      | <b>471,985,054</b>      |
|                           | <b>NET WORTH</b>                     |      |                         |                         |
| 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)            |
| <b>397,493,815</b>        | <b>Total Net Worth</b>               |      | <b>442,862,054</b>      | <b>471,985,054</b>      |

MINISTRY OF EDUCATION

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

| 12-Month<br>Forecast 2021 | STATEMENT OF FINANCIAL PERFORMANCE          | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|------|-------------------------|-------------------------|
|                           | <b>Revenue</b>                              |      |                         |                         |
| 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                               |      | -                       | -                       |
| <b>105,837,479</b>        | <b>Total Revenue</b>                        |      | <b>111,901,645</b>      | <b>120,011,671</b>      |
|                           | <b>Expenses</b>                             |      |                         |                         |
| 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   | -                       | -                       |
| <b>105,837,479</b>        | <b>Total Expenses</b>                       |      | <b>111,901,645</b>      | <b>120,011,670</b>      |
|                           |   |      |                         |                         |
| <b>(0)</b>                | <b>Surplus or (Deficit) for the period</b>  |      | <b>-</b>                | <b>1</b>                |
|                           |   |      |                         |                         |

MINISTRY OF EDUCATION

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

| 12-Month<br>Forecast 2021 | CASH FLOW STATEMENT   | Note     | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|----------|-------------------------|-------------------------|
|                           | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                         |                         |
|                           | <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  |          | -                       | -                       |
| <b>14,066,600</b>         | <b>Net cash flows from operating activities</b>             |          | <b>13,456,568</b>       | <b>13,090,169</b>       |
|                           | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                         |                         |
| (68,000,000)              | Purchase of property, plant and equipment                   |          | (45,368,240)            | (29,123,000)            |
|                           | Proceeds from sale of property, plant and equipment         |          | -                       | -                       |
| <b>(68,000,000)</b>       | <b>Net cash flows from investing activities</b>             |          | <b>(45,368,240)</b>     | <b>(29,123,000)</b>     |
|                           | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                         |                         |
| 68,000,000                | Equity Investment from Org 40                               |          | 45,368,240              | 29,123,000              |
|                           | Repayment of Surplus to Org 40                              |          | -                       | -                       |
| <b>68,000,000</b>         | <b>Net cash flows from financing activities</b>             |          | <b>45,368,240</b>       | <b>29,123,000</b>       |
| <b>14,066,600</b>         | <b>Net increase/(decrease) in cash and cash equivalents</b> |          | <b>13,456,568</b>       | <b>13,090,169</b>       |
| 104,590,473               | Cash and cash equivalents at beginning of period            |          | 118,657,073             | 132,113,641             |
| <b>118,657,073</b>        | <b>Cash and cash equivalents at end of period</b>           | <b>1</b> | <b>132,113,641</b>      | <b>145,203,810</b>      |

# 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        |
|--|---------------------|----------|---------------------|---------------------------------|--------------|
| <b>Balance at 31 December 2020 brought forward</b>             | 341,891,375         | 17,925   | 40,287,065          | (58,607,300)                    | 323,589,065  |
| <b>Prior Year Adjustments</b>                                  |                     |          |                     |                                 |              |
| Changes in accounting policy                                   | 294,618             | -        | -                   | (294,618)                       | -            |
| Accounting Errors  | 18,552,507          | -        | -                   | 696,454                         | 19,248,961   |
| <b>Restated balance 31 December 2020</b>                       | 360,738,500         | 17,925   | 40,287,100          | (58,205,464)                    | 342,838,061  |
| <b>Changes in net worth for 2021</b>                           |                     |          |                     |                                 |              |
| 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                                   | -                   | -        | -                   | -                               | -            |
| <b>Net revenue / expenses recognised directly in net worth</b> | 68,000,020          | -        | (3,921,560)         | (9,422,706)                     | 54,655,754   |
| Surplus/(deficit) for the period 2021                          |                     |          |                     |                                 | -            |
| <b>Total recognised revenues and expenses for the period</b>   | 68,000,020          | -        | (3,921,560)         | (9,422,706)                     | 54,655,754   |
| <b>Balance at 31 December 2021 carried forward</b>             | 428,738,520         | 17,925   | 36,365,540          | (67,628,170)                    | 397,493,815  |

|  | Contributed Capital | Other Reserves | Revaluation Reserve | Accumulated Surplus/ (deficits) | Total       |
|--|---------------------|----------------|---------------------|---------------------------------|-------------|
| <b>Balance at 31 December 2021 brought forward</b>             | 428,738,520         | 17,925         | 36,365,540          | (67,628,170)                    | 397,493,815 |
| <b>Prior Year Adjustments</b>                                  |                     |                |                     |                                 |             |
| Changes in accounting policy                                   | -                   | -              | -                   | -                               | -           |
| Accounting Errors  | -                   | -              | -                   | -                               | -           |
| <b>Restated balance 31 December 2021</b>                       | 428,738,520         | 17,925         | 36,365,540          | (67,628,170)                    | 397,493,815 |
| <b>Changes in net worth for 2022</b>                           |                     |                |                     |                                 |             |
| 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                                   | -                   | -              | -                   | -                               | -           |
| <b>Net revenue / expenses recognised directly in net worth</b> | 45,368,240          | -              | -                   | (1)                             | 45,368,239  |
| Surplus/(deficit) for the period 2022                          |                     |                |                     |                                 | -           |
| <b>Total recognised revenues and expenses for the period</b>   | 45,368,240          | -              | -                   | (1)                             | 45,368,239  |
| <b>Balance at 31 December 2022 carried forward</b>             | 474,106,760         | 17,925         | 36,365,540          | (67,628,170)                    | 442,862,054 |

|  | Contributed Capital | Other Reserves | Revaluation Reserve | Accumulated Surplus/ (deficits) | Total       |
|--|---------------------|----------------|---------------------|---------------------------------|-------------|
| <b>Balance at 31 December 2022 brought forward</b>             | 474,106,760         | 17,925         | 36,365,540          | (67,628,170)                    | 442,862,054 |
| <b>Prior Year Adjustments</b>                                  |                     |                |                     |                                 |             |
| Changes in accounting policy                                   | -                   | -              | -                   | -                               | -           |
| Accounting Errors  | -                   | -              | -                   | -                               | -           |
| <b>Restated balance 31 December 2022</b>                       | 474,106,760         | 17,925         | 36,365,540          | (67,628,170)                    | 442,862,054 |
| <b>Changes in net worth for 2023</b>                           |                     |                |                     |                                 |             |
| 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)         |
| <b>Net revenue / expenses recognised directly in net worth</b> | 29,123,000          | -              | -                   | (1)                             | 29,122,999  |
| Surplus/(deficit) for the period 2023                          |                     |                |                     |                                 | 1           |
| <b>Total recognised revenues and expenses for the period</b>   | 29,123,000          | -              | -                   | -                               | 29,123,000  |
| <b>Balance at 31 December 2023</b>                             | 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<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>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<br/>DETAILS IF MATERIAL]</u> | -                       | -                       |
| 99,527,440                | Fixed Deposits held with Treasury (less than 90 days)  | 114,527,440             | 124,527,440             |
| <b>118,657,073</b>        | <b>TOTAL</b>   | <b>132,113,642</b>      | <b>145,203,810</b>      |

### NOTE 2: TRADE AND OTHER RECEIVABLES

| 12-Month<br>Forecast 2021 | Trade Receivables                    | 12-Month<br>Budget 2022 | 12-Month<br>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)             |
| <b>13,011,590</b>         | <b>Total trade receivables</b>       | <b>12,966,590</b>       | <b>13,346,590</b>       |

| 12-Month<br>Forecast 2021 | Description           | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|-----------------------|-------------------------|-------------------------|
|                           | <b>Current</b>        |                         |                         |
| 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                 |
| <b>13,011,590</b>         | <b>Total</b>          | <b>12,966,590</b>       | <b>13,346,590</b>       |

| 12-Month<br>Forecast 2021 | Other Receivables                       | 12-Month<br>Budget 2022 | 12-Month<br>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)                 |
| <b>31,620</b>             | <b>Total other receivables</b>          | <b>31,620</b>           | <b>31,620</b>           |

**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 |
|------------------------|--------------------|----------------------|----------------------|
|                        | <b>Current</b>     |                      |                      |
| 31,620                 | Past due 1-30 days | 31,620               | 31,620               |
| <b>31,620</b>          | <b>Total</b>       | <b>31,620</b>        | <b>31,620</b>        |

| 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  | -                    | -                    |
| <b>(3,835,220)</b>     | <b>Balance at 30 June</b>                  | <b>(4,135,220)</b>   | <b>(4,435,220)</b>   |

**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               | -                    | -                    |
| <b>1,892,950</b>       | <b>Total</b>        | <b>1,000,010</b>     | <b>1,000,010</b>     |

**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             | 348,322                | 4,946,875              | 9,296,749         | 2,275,550        | 53,826              | 864,500        | 4,216,410      | 64,500         | 3,770,700    | 18,375,000                               | 298,684,226  |
| Additions                      | 89,851              | 90,918,531              | -                      | 6,228                  | 2,464,812         | 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         | -              | -            | 22,911,049                               | 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 Reticulation | Infrastructure | Motor Vehicles | Marine Vessels | Other assets | Assets under construction or development | Total        |
|---|---------------------|-------------------------|------------------------|------------------------|-------------------|------------------|--------------------|----------------|----------------|----------------|--------------|--|--------------|
| Balance as at 1 January 2021                | 2,155,600           | 40,945,908              | 144,930                | 4,592,700              | 8,056,800         | 1,973,820        | 18,200             | 669,500        | 2,926,500      | 22,100         | 3,682,100    | -  | 65,187,520   |
| Transfers                                   | (865,202)           | (9,678,547)             | (144,266)              | (155,188)              | (1,255,062)       | (174,703)        | -                  | (47,704)       | (1,878,738)    | (22,880)       | (287,890)    | -  | (10,519,933) |
| Impairment Reserve 2021 (closing balance)   | -                   | -                       | -                      | -                      | -                 | -                | -                  | -              | -              | -              | -            | -  | -            |
| Depreciation Expense 2021                   | 79,751              | 8,949,235               | -                      | 143,592                | 976,461           | 106,874          | 3,403              | 50,113         | 141,335        | -              | 2,207        | -  | 10,458,167   |
| Eliminate on Disposal or Derecognition 2021 | 654                 | (283)                   | (34)                   | (21,476)               | (6,071)           | (48)             | 45                 | 1,097          | (23,351)       | (13)           | 444          | -  | (47,050)     |
| 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 Reticulation | 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           | 3,243              | 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 Reticulation | 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             | 11,324,283              | 5,006                  | 142,238                | 1,588,441         | 84,561           | 3,243              | 2,088          | 100,926        | -              | 3,704        | -  | 13,359,378 |
| Eliminate on Disposal or Derecognition 2023 | -                   | -                       | -                      | -                      | -                 | -                | -                  | -              | -              | -              | -            | -  | -          |
| Balance as at 31 December 2023              | 1,565,126           | 66,209,481              | 7,508                  | 4,767,757              | 10,750,828        | 2,081,039        | 28,130             | 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 | 464,661 | 257,429,602 | 17,494 | 1,777,460 | 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<br/>Software</i> | <i>Total</i> |
|---------------------------------------|------------------------------|--------------|
| <b>Balance as at 1 January 2023</b>   | 1,487,100                    | 1,487,100    |
| Additions                             | 740,000                      | 740,000      |
| Disposals and Derecognition           | -                            | -            |
| Revaluation                           | -                            | -            |
| Transfers                             | -                            | -            |
| <b>Balance as at 31 December 2023</b> | 2,227,100                    | 2,227,100    |

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

|   | <i>Computer<br/>Software</i> | <i>Total</i> |
|---|------------------------------|--------------|
| <b>Balance as at 1 January 2021</b>         | 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 | -                            | -            |
| <b>Balance as at 31 December 2021</b>       | 605,353                      | 605,353      |

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

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

|  |           |           |
|--|-----------|-----------|
| <b>Net Book value 31 December 2021</b> | 55,747    | 55,747    |
| <b>Net Book value 31 December 2022</b> | 846,804   | 846,804   |
| <b>Net Book value 31 December 2023</b> | 1,476,014 | 1,476,014 |

**NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS**

| <b>12-Month<br/>Forecast 2021</b> | <b>Description</b>                                      | <b>12-Month<br/>Budget 2022</b> | <b>12-Month<br/>Budget 2023</b> |
|-----------------------------------|---|---------------------------------|---------------------------------|
| 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                         |
| <b>4,943,230</b>                  | <b>Total trade payables other payables and accruals</b> | <b>4,943,230</b>                | <b>4,943,230</b>                |

**NOTE 9: EMPLOYEE ENTITLEMENTS**

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

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<br>Forecast 2021 | Revenue type                             | 12-Month<br>Budget 2022 | 12-Month<br>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                                    | -                       | -                       |
| <b>105,762,479</b>        | <b>Total sales of goods and services</b> | <b>111,809,645</b>      | <b>119,919,671</b>      |
|                           | <b>Fees and Charges</b>                  |                         |                         |
| 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                   | <b>Fees &amp; Charges</b>                | 775,000                 | 775,000                 |
|                           | <b>Rentals</b>                           |                         |                         |
| 81,000                    | Rental - School Canteens                 | -                       | -                       |
| 21,000                    | Rentals - Other Properties               | -                       | -                       |
| 102,000                   | <b>Total Rentals</b>                     | -                       | -                       |
|                           | <b>Sales of Outputs to Cabinet</b>       |                         |                         |
| 104,844,979               | Sales of Outputs to Cabinet              | 111,034,646             | 119,144,672             |
| 104,844,979               | <b>Total Sales of Outputs to Cabinet</b> | 111,034,646             | 119,144,672             |
| <b>105,762,479</b>        | <b>Total Goods and Services</b>          | <b>111,809,645</b>      | <b>119,919,671</b>      |

# MINISTRY OF EDUCATION

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

### NOTE 11: INVESTMENTS

| 12-Month<br>Forecast 2021 | Revenue type                           | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--|-------------------------|-------------------------|
| 75,000                    | Interest on deposits held with cabinet | 92,000                  | 92,000                  |
| <b>75,000</b>             | <b>Total Investment revenue</b>        | <b>92,000</b>           | <b>92,000</b>           |

### NOTE 13: PERSONNEL COSTS

| 12-Month<br>Forecast 2021 | Description                    | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>73,140,230</b>         | <b>Total Personnel Costs</b>   | <b>77,010,508</b>       | <b>84,144,520</b>       |

### NOTE 14: SUPPLIES AND CONSUMABLES

| 12-Month<br>Forecast 2021 | Description                             | 12-Month<br>Budget 2022 | 12-Month<br>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               |
| <b>22,192,803</b>         | <b>Total Supplies &amp; consumables</b> | <b>22,372,510</b>       | <b>22,396,983</b>       |

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<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--|-------------------------|-------------------------|
| (0)                       | <b>Surplus/(deficit) from ordinary activities</b>              | -                       | 1                       |
|                           | <b>Non-cash movements</b>                                      |                         |                         |
| 10,504,446                | Depreciation expense   | 12,518,628              | 13,470,168              |
|                           | <b>Changes in current assets and liabilities:</b>              |                         |                         |
| 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                 |
| <b>14,066,600</b>         | <b>Net cash flows from operating activities</b>                | <b>13,456,568</b>       | <b>13,090,169</b>       |

NOTE 20: COMMITMENTS

| Type   | One year<br>or less | One to<br>five Years | Total         |
|--|---------------------|----------------------|---------------|
| <b>Capital Commitments</b>                                     |                     |                      |               |
| Property, plant and equipment                                  | 36,035              | 12,549               | 48,584        |
| Other fixed assets   | -                   | -                    | -             |
| Other commitments (list separately if material)                | -                   | -                    | -             |
| <b>Total Capital Commitments</b>                               | <b>36,035</b>       | <b>12,549</b>        | <b>48,584</b> |
| <b>Operating Commitments</b>                                   |                     |                      |               |
| 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        |
| <b>Total Operating Commitments</b>                             | <b>7,262</b>        | <b>3,588</b>         | <b>10,850</b> |
| <b>Total Commitments</b>                                       | <b>43,297</b>       | <b>16,137</b>        | <b>59,434</b> |

NOTE 21: RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURE

| 12-Month<br>Forecast 2021 | Description                                   | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|-------------------------|-------------------------|
|                           |   |                         |                         |
| <b>770,000</b>            | Salaries & other short-term employee benefits | <b>792,200</b>          | <b>792,200</b>          |
| <b>770,000</b>            | <b>Total</b>                                  | <b>792,200</b>          | <b>792,200</b>          |



## MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

# BUDGET STATEMENTS

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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)

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## **CONTENT**

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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

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#### **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 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 Education**

**31 December 2021**

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# PART A

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## OWNERSHIP PERFORMANCE

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## 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:

|   | <b>2022<br/>1 Jan to<br/>31 Dec 2022<br/>\$000's</b> | <b>2023<br/>1 Jan to<br/>31 Dec 2023<br/>\$000's</b> | <b>2021<br/>12-Month<br/>Forecast<br/>\$000's</b> |
|---|--|--|---|
| REVENUE FROM CABINET  | 18,456   | 19,795   | 8,547   |
| 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   |
| <b>OPERATING SURPLUS/DEFICIT</b>  | -  | -  | -   |
| <b>NET WORTH</b>  | <b>18,111</b>  | <b>21,470</b>  | <b>14,044</b>                                     |
| 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)   |

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

## MAINTENANCE OF CAPABILITY

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

|   | 2022<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>PHYSICAL CAPITAL MEASURES</b>            |  |  |   |
| VALUE OF TOTAL ASSETS                       | 15,130                                     | 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%                                     |
| <b>CHANGES TO ASSET MANAGEMENT POLICIES</b> | 1  | 1  | 1                                       |

|   | 2022<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>MAJOR NEW CAPITAL EXPENDITURE PROJECTS</b> |  |  |   |
| DISTRICT ADMIN:                               |  |  |   |
| DA MAIN BUILDING                              | 1,000                                      | 1,000                                      | 2,307                                   |
| 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  | -                                       |
| <b>TOTAL</b>                                  | <b>4,067</b>                               | <b>3,359</b>                               | <b>2,805</b>                            |

## 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   | <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Cross training</li> <li>• Developing of existing staff</li> <li>• 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</li> </ul>                                   | Unquantifiable at this time   |
| Data Security<br>Loss of network use from external attacks on data and applications.  | Unchanged   | <ul style="list-style-type: none"> <li>• 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</li> <li>• Offsite and off-island backups implemented</li> </ul>                            | Unquantifiable at this time   |
| Environmental<br><br>Potential legal claims for environmental health hazards  | Unchanged   | <ul style="list-style-type: none"> <li>• All buildings insured by CIG-Risk Management or a recognised Insurer</li> <li>• Managing Environmental controls i.e. air/heating systems</li> <li>• Regular environmental testing</li> <li>• Regular cleaning and maintenance of properties</li> </ul> <p>Improve preparation procedures for a disaster</p> | Risk should be adequately covered by public liability insurance   |
| Risk to programming due to: <ul style="list-style-type: none"> <li>• unsecured sports facilities</li> <li>• lack of capacity to maintain sports facilities (Grounds)</li> <li>• lack of maintenance capacity for sports facilities (buildings)</li> </ul> | 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 to inadequate maintenance and operational standards |



## RISK MANAGEMENT (CONTINUED)

| KEY RISKS FACED BY<br>MINISTRY/PORTFOLIO  | CHANGE IN<br>STATUS FROM<br>2021 | ACTIONS TO MANAGE RISK   | FINANCIAL VALUE OF<br>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

|   | 2022<br>1 Jan to<br>31 Dec 2022<br>\$000's | 2023<br>1 Jan to<br>31 Dec 2023<br>\$000's | 2021<br>12-Month<br>Forecast<br>\$000's |
|---|--|--|---|
| <b>EQUITY MOVEMENT</b>                        |  |  |   |
| MINISTRY OF DISTRICT ADMINISTRATION AND LANDS | 4,066                                      | 3,358                                      | 2,804                                   |
| <b>TOTAL</b>                                  | <b>4,066</b>                               | <b>3,358</b>                               | <b>2,804</b>                            |

# PART B

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## OUTPUT PERFORMANCE

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## 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:  |   |   |                              |
| <ul style="list-style-type: none"><li>• Research and consultation with key stakeholders</li><li>• Cabinet papers on legislative proposals and objectives and other policies and administrative matters</li><li>• Preparation of drafting instructions and subsequent on-going liaison with and advice to Legal Draftsperson</li></ul>   |   |   |                              |
| 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:  |   |   |                              |
| <ul style="list-style-type: none"><li>• Policy research, development, communication, implementation and evaluation</li><li>• Strategic development and management of strategic priority projects</li></ul>  |   |   |                              |
| Provision of administrative, executive, and governance services to support the Minister, including:   |   |   |                              |
| <ul style="list-style-type: none"><li>• Events Management and Speech Writing Services</li><li>• Public relations advice and support including promotions of Ministry/Departmental initiatives through various mediums, Government Information Services liaison and other mass communication matters</li><li>• Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking</li><li>• Administration services provided</li><li>• 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)</li><li>• Project/Facilities Management and oversight</li></ul>  |   |   |                              |
| 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<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023   | 2021<br>12-Month<br>Forecast |
| QUANTITY  |   |   |                              |
| <ul style="list-style-type: none"><li>• Number of contributions to the Throne Speech</li><li>• Number of drafting instructions prepared</li><li>• Information and decision-making briefs</li><li>• Cabinet papers and notes</li><li>• Parliamentary questions</li><li>• Statements in the Legislative Assembly</li><li>• Number of strategic priority projects advised on and/or managed</li><li>• Number of events hosted or promotions managed</li><li>• Number of press releases, press briefings or mass communications prepared</li><li>• Number of speeches written</li><li>• Number of regulatory Boards, Councils, Committees or other organisations where represented</li><li>• Number of memberships on SAGC boards represented</li><li>• Number of facilities available for Adult Training in the Sister Islands</li><li>• Number of clients attending the Adult Training Centre in the Sister islands</li></ul> | 1<br>5-10<br>20-30<br>60-80<br>5-8<br>1-3<br>5-10<br>3-5<br>5-12<br><br>5-15<br>1-2<br><br>1<br>1<br><br>5-10 | 1<br>5-10<br>20-30<br>60-80<br>5-8<br>1-3<br>5-10<br>3-5<br>5-12<br><br>5-15<br>1-2<br><br>1<br>1<br><br>5-10 | New                          |

|  |             |             |           |
|--|-------------|-------------|-----------|
| QUALITY  |             |             |           |
| <ul style="list-style-type: none"><li>Drafting instructions prepared by suitably qualified and experienced personnel</li></ul>   | 100%        | 100%        | New       |
| <ul style="list-style-type: none"><li>Drafting instructions developed through a consultative process to include relevant stakeholders</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Cabinet papers, drafting instructions, speech notes and press releases reviewed by Chief Officer or designate and approved by Minister prior to submission</li></ul>   | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Policies and advice consistent with any relevant regional or international conventions and/or best practice</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Policies and strategies developed through a consultative process with key stakeholders</li></ul>   | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Policy and strategy documents reviewed and approved by Chief Officer or designate prior to release</li></ul>   | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Services provided by appropriately experienced and qualified Personnel</li></ul>   | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Speeches, briefings, mass communications, etc. are peer reviewed and/or approved by Chief Officer or designate as necessary</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>New facility for adult training to be developed with suitable specifications for the accessibility and other needs of anticipated clients</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>All training will be facilitated and supervised by qualified staff</li></ul>   | 90-100%     | 90-100%     |           |
| TIMELINESS   |             |             |           |
| <ul style="list-style-type: none"><li>All services delivered within established schedules or as required by Minister</li></ul>   | 100%        | 100%        | New       |
| <ul style="list-style-type: none"><li>Press releases, briefings, promotions and speeches: as scheduled or agreed with Minister or Chief Officer</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Secretariat/administration services provided within proposed schedule for meetings hearings and/or as directed by Chairpersons</li></ul>   | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>Capital Works deliverables by agreed upon deadlines</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>New facility will be opened for service of clients within established hours</li></ul>  | 100%        | 100%        |           |
| <ul style="list-style-type: none"><li>All programmes to be delivered over the Adult Training Year from September – July</li></ul>  | 100%        | 100%        |           |
| LOCATION   |             |             |           |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%        | 100%        | New       |
| COST   |             |             |           |
|  | \$1,803,044 | \$2,011,050 | \$774,910 |
| RELATED BROAD OUTCOMES:  |             |             |           |
| <ul style="list-style-type: none"><li>Supporting climate change resilience and sustainable development</li><li>Building a modern infrastructure to ensure a successful future for our Islands</li><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul> |             |             |           |

|  |   |   |   |
|--|---|---|---|
| DAD 3  | Sister Islands Sports                             |   |   |
| DESCRIPTION  |   |   |   |
| <ul style="list-style-type: none"><li>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:<ul style="list-style-type: none"><li>Community Sport Programmes – Development Programmes conducted in all districts throughout Cayman Brac which involves age groups ranging from age One to Adult</li><li>National Programmes – Caters specifically to high performing athletes (juniors/seniors) in preparing them to compete in regional and international sports events</li><li>After-School Programmes – Programmes are designed to enable students to participate in recreational events by enhancing their sport-specific skills and fitness needs</li><li>School sessions – Assistance with Coaching Sessions are provided in compliance with the Public and Private Schools’ curriculum in specific instances</li><li>Sports Workshops – Develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching throughout Cayman Brac</li><li>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.</li><li>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.</li></ul></li></ul> |   |   |   |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022                   | 2023<br>1 Jan to<br>31 Dec 2023                   | 2021<br>12-Month<br>Forecast                  |
| QUANTITY   |   |   |   |
| <ul style="list-style-type: none"><li>Number of Community Sport Development Programmes</li><li>Number of National Athletes coached</li><li>Number of Recreational Leagues/events organised</li><li>Number of School Coaching Sessions delivered</li><li>Number of Workshops conducted</li><li>Number of After-School Programmes offered</li></ul>  | 10-12<br>7-10<br>80-100<br>350-400<br>2-4<br>7-10 | 10-12<br>7-10<br>80-100<br>350-400<br>2-4<br>7-10 | 5-6<br>5-6<br>30-50<br>100-150<br>2-3<br>7-10 |
| QUALITY  |   |   |   |
| <ul style="list-style-type: none"><li>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</li><li>Recreational Leagues/events organised according to relevant international rules and standards</li><li>School sessions are aligned and conducted in compliance with school strategy/plan/curriculum</li></ul>  | 100%<br>100%<br>100%                              | 100%<br>100%<br>100%                              | 100%<br>100%<br>100%                          |
| TIMELINESS   |   |   |   |
| <ul style="list-style-type: none"><li>Community Coaching held daily 5-6 days a week</li><li>National programmes held during the respective sporting season</li><li>Recreational leagues /events are conducted on a weekly basis</li><li>Workshops are conducted once every 4 – 6 months</li><li>School sessions provided daily five days per week and as requested</li><li>After-School Programmes provided held daily 5-6 days a week</li></ul>   | 100%<br>100%<br>100%<br>100%<br>100%<br>100%      | 100%<br>100%<br>100%<br>100%<br>100%<br>100%      | 100%<br>100%<br>100%<br>100%<br>100%<br>100%  |
| LOCATION   |   |   |   |
| <ul style="list-style-type: none"><li>Cayman Islands</li></ul>   | 100%  | 100%  | 100%  |
| COST   |   |   |   |
|  | \$408,633   | \$448,927   | \$195,575                                     |
| RELATED BROAD OUTCOME:   |   |   |   |
| <ul style="list-style-type: none"><li>Utilising sports to enhance the lives of our people</li></ul>  |   |   |   |

|  |   |  |  |
|--|---|--|--|
| PLC 1  | Public Lands Commission Secretariat Services  |  |  |
| DESCRIPTION  |   |  |  |
| Provision of administrative, executive, and governance services to support the Minister, including: <ul style="list-style-type: none"><li>Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking</li><li>Enforcement of access to and regulation of commercial activity on public lands by the Public Lands Commission (PLC)</li><li>Governance and representation on regulatory Boards and Councils</li></ul> |   |  |  |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022   | 2023<br>1 Jan to<br>31 Dec 2023          | 2021<br>12-Month<br>Forecast                   |
| QUANTITY   | <ul style="list-style-type: none"><li>Number of Vendor Permit issued</li><li>Number of Non-vendor Permit Issued</li><li>Number of regulatory Boards, Councils, Committees or other organisations where represented</li><li>Number of Board meeting supported</li></ul>  | 35-50<br>25-60<br>12-14<br>10-12         | 35-50<br>22-60<br>10-12<br>10-12               |
| QUALITY  | <ul style="list-style-type: none"><li>Services provided by appropriately experienced and qualified Person</li><li>Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer</li></ul>   | 95-100%<br>30%                           | 1-10<br>1-10 (New)<br>6-10 (New)<br>6-10 (New) |
| TIMELINESS   | <ul style="list-style-type: none"><li>All services delivered within established schedules or as required by Minister</li><li>Secretariat/administration services provided within proposed schedule for meetings hearings and/or as directed by Chairpersons</li><li>Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis</li><li>Vendor permits issued within timeframe outlined by the Public Lands Act, 2017</li></ul> | 94-100%<br>30%                           | 90-100%<br>25%                                 |
| LOCATION   | <ul style="list-style-type: none"><li>Cayman Islands</li></ul>  | 97-100%<br>97-100%<br>98-100%<br>99-100% | 95-100%<br>60-100%<br>50-100%<br>90-100%       |
| COST   |   | 100%                                     | 100%   |
| RELATED BROAD OUTCOME:   |   |  |  |
| <ul style="list-style-type: none"><li>Building a modern infrastructure to ensure a successful future for our islands</li></ul>   |   |  |  |

*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<br>1 Jan to<br>31 Dec 2022                                  | 2023<br>1 Jan to<br>31 Dec 2023   | 2021<br>12-Month<br>Forecast   |
| QUANTITY  |  |                                   |                                |
| <ul style="list-style-type: none"><li>Number of non-Stamp Duty valuation reports completed</li><li>Number of leases, inspections, and service calls of unoccupied Crown Owned properties</li><li>Number of sales, acquisitions and disposals</li><li>Number of new leases, renewals and extensions</li></ul>  | 25-30<br>50-100<br>20-30<br>15-20                                | 25-30<br>50-100<br>20-30<br>15-20 | 10-15<br>5-10<br>10-15<br>5-10 |
| QUALITY   |  |                                   |                                |
| <ul style="list-style-type: none"><li>Asset valuations, reports are prepared in compliance with the prevailing Royal Institution of Chartered Surveyors (RICS) Valuation Manual and Regulations.</li><li>Acquisitions, disposals or leasing are in accordance with Statutory regulations and current applicable laws - Roads Act (2005 Revision) and Land Acquisition Act (1995 Revision)</li><li>Inspections signed off by the Chief Valuation Officer</li><li>Queries answered by professional and qualified personnel.</li></ul> | 100%<br>100%<br>100%<br>100%                                     | 100%<br>100%<br>100%<br>100%      | 100%<br>100%<br>100%<br>100%   |
| TIMELINESS  |  |                                   |                                |
| <ul style="list-style-type: none"><li>Stamp Duty documents sent out – within two days of assessment</li><li>Acquisitions concluded within three months of agreement of consideration.</li></ul>   | 90%<br>90-100%   | 90%<br>90-100%                    | 90%<br>90-100%                 |
| LOCATION  |  |                                   |                                |
| <ul style="list-style-type: none"><li>Grand Cayman, Cayman Brac and Little Cayman</li></ul>   | 100%   | 100%                              | 100%                           |
| COST  | \$373,052  | \$414,098                         | \$138,711                      |
| RELATED BROAD OUTCOME:  |  |                                   |                                |
| <ul style="list-style-type: none"><li>Strengthening good governance for more effective government</li></ul>   |  |                                   |                                |

*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<br>1 Jan to<br>31 Dec 2022 | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Number of surveys conducted – cadastral, topographic and investigative</li></ul>   | 25-35                           | 25-35                           | 15-20                        |
| <ul style="list-style-type: none"><li>Number of survey plans authenticated and boundary plans approved</li></ul>   | 185-225                         | 185-225                         | 110-130                      |
| <ul style="list-style-type: none"><li>Number of tide gauge and global positioning station (GPS) inspections</li></ul>  | 40-60                           | 40-60                           | 15-20                        |
| QUALITY  |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Quality Control done in compliance with Land Surveyors Act (1996 R) and the Land Survey Regulations (1996 Revision)</li></ul>                              | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Authentication is in compliance with the Land Surveyors Act (1996 R), the Land Survey Regulations (1996 R) and the Registered Land Act (2018 R).</li></ul> | 100%                            | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Control network station inspections are conducted according to Lands and Survey policies and principles.</li></ul>   | 100%                            | 100%                            | 100%                         |
| TIMELINESS   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of agreed timelines</li></ul>        | 85-100%                         | 85-100%                         | 85%                          |
| <ul style="list-style-type: none"><li>Turn-around time for authentication of fully compliant submissions within 10 working days</li></ul>  | 90-100%                         | 90-100%                         | 85%                          |
| <ul style="list-style-type: none"><li>Tide gauges and GPS inspections completed a minimum of once per month or as needed</li></ul>   | 90-95%                          | 90-95%                          | 90%                          |
| LOCATION   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman and Cayman Brac</li></ul>   | 100%                            | 100%                            | 100%                         |
| COST   |                                 |                                 |                              |
|  | \$1,307,668                     | \$1,656,658                     | \$427,508                    |
| RELATED BROAD OUTCOME:   |                                 |                                 |                              |
| <ul style="list-style-type: none"><li>Strengthening good governance for more effective government</li></ul>  |                                 |                                 |                              |

*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<br>1 Jan to<br>31 Dec 2022           | 2023<br>1 Jan to<br>31 Dec 2023         | 2021<br>12-Month<br>Forecast          |
| QUANTITY   |   |   |                                       |
| <ul style="list-style-type: none"><li>Documents examined for registration against a register.</li><li>New registers/parcels created.</li><li>Number of duty stamped documents issued and commercial leases Assessed.</li><li>Number of valuations completed.</li><li>Number of re-assessments actioned.</li></ul>  | 15,000-17,000<br>700-900<br>7,000-5,000   | 15,000-17,000<br>700-900<br>7,000-5,000 | 6,000-7,000<br>300-400<br>4,000-5,000 |
| QUALITY  |   |   |                                       |
| <ul style="list-style-type: none"><li>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.</li><li>All documents properly assessed and stamp duty plus interest when required collected, in accordance with the Stamp Duty Act (2020 R).</li></ul>  | 100%<br>100%                              | 100%<br>100%                            | 100%<br>100%                          |
| TIMELINESS   |   |   |                                       |
| <ul style="list-style-type: none"><li>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</li></ul>  | 85-100%                                   | 85-100%                                 | 85%                                   |
| LOCATION   |   |   |                                       |
| <ul style="list-style-type: none"><li>Grand Cayman and Cayman Brac</li></ul>   | 100%                                      | 100%                                    | 100%                                  |
| COST   | \$2,627,913                               | \$2,718,921                             | \$1,175,048                           |
| RELATED BROAD OUTCOME:   |   |   |                                       |
| <ul style="list-style-type: none"><li>Strengthening good governance for more effective governance</li></ul>  |   |   |                                       |

*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: <ul style="list-style-type: none"><li>Provision of business development solutions for Government and private Sector to ensure full use of data and applications developed by the National GIS</li><li>Development or acquisition of new geographic Information solutions in support of government mandates and initiatives</li><li>Maintenance and deployment of geographic applications and the Cayman Land Info website</li><li>Provision of geographic data/ user training and support /applications to users</li></ul> |  |                                 |                              |
| MEASURES   | 2022<br>1 Jan to<br>31 Dec 2022          | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of geographic solutions developed, redeveloped or acquired.</li></ul>   | 20-30                                    | 20-30                           | 5-15                         |
| <ul style="list-style-type: none"><li>Number of consultations and training sessions</li></ul>  | 60-75                                    | 60-75                           | 30-60                        |
| <ul style="list-style-type: none"><li>Number of new users with access to GIS data/applications (including subscribers to Cayman Land Info.)</li></ul>  | 25-100                                   | 25-100                          | 15-50                        |
| <ul style="list-style-type: none"><li>Number of custom maps, buffer maps, boundary plans, prescribed composite maps produced and number of parcel mutations to the Registry Map.</li></ul>   | 1,000-1,200                              | 1,000-1,200                     | 400-600                      |
| <ul style="list-style-type: none"><li>Number of streets and building numbers processed</li></ul>   | 250-300                                  | 250-300                         | 80-120                       |
| QUALITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>All geographic solutions are developed and maintained by professional qualified software developers.</li></ul>   | 100%                                     | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Consultation, training and support are provided by qualified personnel</li></ul>   | 100%                                     | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All user agreement for GIS data and applications are signed by the Director of Lands and Survey</li></ul>  | 100%                                     | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Custom maps, buffer maps, boundary plans, prescribed composite maps are processed in accordance with the Survey Plan and Land Registry Standards</li></ul>   | 100%                                     | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Building Numbers are issued in accordance with the Roads (Naming and Numbering) Act, 1997</li></ul>  | 100%                                     | 100%                            | 100%                         |
| TIMELINESS   |  |                                 |                              |
| <ul style="list-style-type: none"><li>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</li></ul>  | 85%                                      | 85%                             | 85%                          |
| <ul style="list-style-type: none"><li>Consultation and Training are provided within 10 business days of request.</li></ul>   | 95%                                      | 95%                             | 95%                          |
| <ul style="list-style-type: none"><li>User access occurs within 1 business day of receipt of signed agreement for Government Agency and inclusive of payment Private Sector</li></ul>  | 85%                                      | 85%                             | 85%                          |
| <ul style="list-style-type: none"><li>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.</li></ul>   | 85-95%                                   | 85-95%                          | 85%                          |
| <ul style="list-style-type: none"><li>Building Numbers and Streets are processed within 1 business day of receipt of information</li></ul>   | 85%                                      | 85%                             | 85%                          |
| LOCATION   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Grand Cayman</li></ul>   | 100%                                     | 100%                            | 100%                         |
| COST   |  |                                 |                              |
|  | \$391,917                                | \$656,795                       | \$50,313                     |
| RELATED BROAD OUTCOME:   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Strengthening good governance for more effective government</li></ul>  |  |                                 |                              |

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<br>1 Jan to<br>31 Dec 2022                        | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of parliamentary questions/ministry papers answered/prepared</li></ul>                                      | 1-2  | 1-2                             | 1                            |
| <ul style="list-style-type: none"><li>Number of meetings held/attended</li></ul>   | 120-170  | 120-170                         | 65                           |
| QUALITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Questions answered by qualified and experienced personnel</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Meetings held and attended by senior personnel</li></ul>   | 100%   | 100%                            | 100%                         |
| TIMELINESS   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Parliamentary questions answered within agreed-upon timeline</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Meetings held and attended as required</li></ul>   | 100%   | 100%                            | 100%                         |
| LOCATION   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Brac and Little Cayman</li></ul>  | 100%   | 100%                            | 100%                         |
| COST   |  |                                 |                              |
|  | \$1,499,864  | \$1,546,581                     | \$1,249,647                  |

*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<br>1 Jan to<br>31 Dec 2022  | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of responses to world-wide requests for information</li><li>Number of tours conducted</li></ul>  | 2,800-3,700<br>70-90             | 2,800-3,700<br>70-90            | 1,400<br>11                  |
| QUALITY   |                                  |                                 |                              |
| <ul style="list-style-type: none"><li>Information provided by highly qualified representatives is accurate and in accordance with established programs and policies</li><li>Tours are conducted by fully qualified guides</li></ul> | 100%<br>100%                     | 100%<br>100%                    | 100%<br>100%                 |
| TIMELINESS  |                                  |                                 |                              |
| <ul style="list-style-type: none"><li>Respond to inquiries within seven days</li><li>Tours bookings are confirmed as requested</li></ul>  | 100%<br>100%                     | 100%<br>100%                    | 100%<br>100%                 |
| LOCATION  |                                  |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Brac and Little Cayman</li></ul>   | 100%                             | 100%                            | 100%                         |
| COST  | \$581,896                        | \$593,452                       | \$407,979                    |
| RELATED BROAD OUTCOME:  |                                  |                                 |                              |
| <ul style="list-style-type: none"><li>Providing solutions to improve the well-being of our people so they can achieve their full potential</li></ul>  |                                  |                                 |                              |

|   |   |                                 |                              |
|---|---|---------------------------------|------------------------------|
| DAD 24  | Construction and Maintenance of Public Facilities |                                 |                              |
| DESCRIPTION   |   |                                 |                              |
| Construction and Maintenance of Public Facilities broad outcomes:   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Paving and maintenance of roads in Cayman Brac and Little Cayman</li><li>Complete the Cayman Brac Sports Complex to encourage sports tourism on Cayman Brac</li><li>Complete works to convert the Bluff hurricane shelter site into a new Multi-purpose Hall</li><li>Continue road repair in Cayman Brac due to WAC installing pipelines for city water between 2016-2025</li></ul> |   |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022                   | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Number of miles of road maintenance and construction</li></ul>  | 350-450   | 350-450                         | 362                          |
| <ul style="list-style-type: none"><li>Number of building/facility maintenance job orders processed</li></ul>  | 1,100-1,400                                       | 1,100-1,400                     | 493                          |
| <ul style="list-style-type: none"><li>Other Projects/ Minor Works</li></ul>   | 1,000-1,200                                       | 1,000-1,200                     | 414                          |
| QUALITY   |   |                                 |                              |
| <ul style="list-style-type: none"><li>Roads are constructed to National Engineering Standards</li></ul>   | 100%  | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Project Management and maintenance by professional staff and Building Code</li></ul>  | 100%  | 100%                            | 100%                         |
| TIMELINESS  |   |                                 |                              |
| <ul style="list-style-type: none"><li>As set out in Annual Budget Guidelines and approved works program.</li></ul>  | 100%  | 100%                            | 100%                         |
| LOCATION  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Brac and Little Cayman</li></ul>   | 100%  | 100%                            | 100%                         |
| COST  |   |                                 |                              |
|   | \$5,933,438                                       | \$6,142,528                     | \$2,890,000                  |
| RELATED BROAD OUTCOME:  |   |                                 |                              |
| <ul style="list-style-type: none"><li>Strengthening good governance for more effective government</li></ul>   |   |                                 |                              |

*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   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Collection, preservation and display of material evidence significant to our culture, history and heritage, including:</li><li>Collection, documentation and preservation of material</li><li>Providing exhibitions and displays and general public access to them and museum facilities</li><li>Preservation of historical sites</li></ul> |  |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022  | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of tours provided</li><li>Number of Heritage House Bookings/ Event</li></ul>   | 350-450<br>75-100  | 350-450<br>75-100               | 171<br>40                    |
| QUALITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Historical Sites marked with descriptive signs to U.S. Parks Standards</li><li>Artifacts secured, exhibited and preserved in accordance with National Museum Standards</li></ul>  | 100%<br>100%   | 100%<br>100%                    | 100%<br>100%                 |
| TIMELINESS  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Open for public access for five to five and a half (5-5 ½) days per week.</li></ul>   | 100%   | 100%                            | 100%                         |
| LOCATION  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Brac and Little Cayman</li></ul>   | 100%   | 100%                            | 100%                         |
| COST  |  |                                 |                              |
|   | \$150,529  | \$155,793                       | \$24,852                     |
| RELATED BROAD OUTCOME:  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Improving education to promote lifelong learning and greater economic mobility</li></ul>  |  |                                 |                              |



|   |                                    |                                 |                              |
|---|------------------------------------|---------------------------------|------------------------------|
| DAD 27  | Child Care and Pre-School Services |                                 |                              |
| DESCRIPTION   |                                    |                                 |                              |
| Provision of Child Day-care and Pre-School Services.  |                                    |                                 |                              |
| MEASURES  | 2022<br>1 Jan to<br>31 Dec 2022    | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Number of students attending the Centre (per day).</li></ul>  | 25-30                              | 25-30                           | 25                           |
| QUALITY   |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Facility is licensed by and meets standards set by Education Department for Child Care Facilities and tasks performed by trained and qualified staff.</li></ul> | 100%                               | 100%                            | 100%                         |
| TIMELINESS  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Services Provided 7:30a.m. – 5:30p.m., Monday – Friday</li></ul>  | 100%                               | 100%                            | 100%                         |
| LOCATION  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Cayman Brac and Little Cayman</li></ul>   | 100%                               | 100%                            | 100%                         |
| COST  |                                    |                                 |                              |
|   | \$986,120                          | \$1,013,938                     | \$450,131                    |
| RELATED BROAD OUTCOME:  |                                    |                                 |                              |
| <ul style="list-style-type: none"><li>Improving education to promote lifelong learning and greater economic mobility</li></ul>  |                                    |                                 |                              |

|   |  |                                 |                              |
|---|--|---------------------------------|------------------------------|
| 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<br>1 Jan to<br>31 Dec 2022                      | 2023<br>1 Jan to<br>31 Dec 2023 | 2021<br>12-Month<br>Forecast |
| QUANTITY  |  |                                 |                              |
| <ul style="list-style-type: none"><li>Number of applications of New passports, Visa, British Citizenship, Identity certificates and Renewals processed</li></ul>  | 250-450  | 250-450                         | 105                          |
| <ul style="list-style-type: none"><li>Issuing Births, Death, Marriage and Deed Poll Registration certificates, incumbencies and Annual Returns (Companies)</li></ul>  | 300-550  | 300-550                         | 135                          |
| <ul style="list-style-type: none"><li>Number of Official Events arranged</li></ul>  | 30-45  | 30-45                           | 20                           |
| <ul style="list-style-type: none"><li>Number of revenue transactions processed</li></ul>  | 10,100-11,000  | 10,100-11,000                   | 5,500                        |
| <ul style="list-style-type: none"><li>Number of Disaster Exercises and Shelters maintained</li></ul>  | 46-52  | 46-52                           | 30                           |
| <ul style="list-style-type: none"><li>Number of Vehicles inspected and licenses issued</li></ul>  | 2,500-3,500  | 2,500-3,500                     | 1,250                        |
| QUALITY   |  |                                 |                              |
| <ul style="list-style-type: none"><li>Guidelines and regulations from HM Passport Office and Passport and Corporate Services, Home Office-London and each requested jurisdiction requirements.</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Regulated by the General Registry acts.</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Instructions from the Governors’ Office, Ministry Management team to the DC/DDC per event</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Full compliance with established departmental procedures, in accordance with Public Management and Finance Act (2020 Revision), and other legal framework and monthly Reconciliation</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>SI Hazard/Disaster Management Plan</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>In accordance with Licensing, inspection and Electrical Codes and guidelines</li></ul>  | 100%   | 100%                            | 100%                         |
| TIMELINESS  |  |                                 |                              |
| DA processing times:  |  |                                 |                              |
| <ul style="list-style-type: none"><li>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</li></ul> | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>In accordance with Itinerary requirement</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All documents meet legislative requirements and internal management review: 1-2 days</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Revenue Deposited within 2 working days</li></ul>   | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>Routine enquires: 2-3 days to acknowledge receipt of request; Research/ Respond within an average of 30 days</li></ul>  | 100%   | 100%                            | 100%                         |
| <ul style="list-style-type: none"><li>All payments processed within one week of receipt</li></ul>   | 100%   | 100%                            | 100%                         |

|   |                    |                    |                  |
|---|--------------------|--------------------|------------------|
| <b>LOCATION</b>   |                    |                    |                  |
| • Cayman Brac and Little Cayman                               | 100%               | 100%               | 100%             |
| <b>COST</b>   |                    |                    |                  |
|   | <b>\$1,976,769</b> | <b>\$1,995,674</b> | <b>\$712,672</b> |
| <b>RELATED BROAD OUTCOME:</b>                                 |                    |                    |                  |
| • Strengthening good governance for more effective government |                    |                    |                  |

*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.*

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**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**

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# FINANCIAL STATEMENTS

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

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**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<br>Forecast 2021 | STATEMENT OF FINANCIAL POSITION      | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------------------------|------|-------------------------|-------------------------|
|                           | <b>Current Assets</b>                |      |                         |                         |
| 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                  |
| <b>2,640,920</b>          | <b>Total Current Assets</b>          |      | <b>3,911,419</b>        | <b>5,379,993</b>        |
|                           | <b>Non-Current Assets</b>            |      |                         |                         |
| -                         | 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              |
| <b>12,513,538</b>         | <b>Total Non-Current Assets</b>      |      | <b>15,310,038</b>       | <b>17,200,297</b>       |
|                           |                                      |      |                         |                         |
| <b>15,154,458</b>         | <b>Total Assets</b>                  |      | <b>19,221,457</b>       | <b>22,580,290</b>       |
|                           | <b>Current Liabilities</b>           |      |                         |                         |
| 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                 |      | -                       | -                       |
| <b>1,110,538</b>          | <b>Total Current Liabilities</b>     |      | <b>1,110,538</b>        | <b>1,110,538</b>        |
|                           | <b>Non-Current Liabilities</b>       |      |                         |                         |
| -                         | Trade payables                       | 7    | -                       | -                       |
| -                         | Other payables and accruals          | 7    | -                       | -                       |
| -                         | Unearned revenue                     | 8    | -                       | -                       |
| -                         | Employee entitlements                | 9    | -                       | -                       |
| -                         | <b>Total Non-Current Liabilities</b> |      | -                       | -                       |
|                           |                                      |      |                         |                         |
| <b>1,110,538</b>          | <b>Total Liabilities</b>             |      | <b>1,110,538</b>        | <b>1,110,538</b>        |
|                           |                                      |      |                         |                         |
| <b>14,043,920</b>         | <b>Net Assets</b>                    |      | <b>18,110,919</b>       | <b>21,469,752</b>       |
|                           | <b>NET WORTH</b>                     |      |                         |                         |
| 14,043,920                | Contributed capital                  |      | 18,110,919              | 21,469,752              |
| -                         | Other Reserves                       |      | -                       | -                       |
| -                         | Revaluation reserve                  |      | -                       | -                       |
| -                         | Accumulated surpluses/(deficits)     |      | (0)                     | -                       |
| <b>14,043,920</b>         | <b>Total Net Worth</b>               |      | <b>18,110,919</b>       | <b>21,469,752</b>       |

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

| 12-Month<br>Forecast 2021 | STATEMENT OF FINANCIAL PERFORMANCE          | Note | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|------|-------------------------|-------------------------|
|                           | <b>Revenue</b>                              |      |                         |                         |
| 9,461,348                 | Sale of goods and services                  | 10   | 19,899,069              | 21,243,550              |
| -                         | Investment revenue                          | 11   | -                       | -                       |
| -                         | Donations                                   | 12   | -                       | -                       |
| -                         | Other revenue                               |      | -                       | -                       |
| <b>9,461,348</b>          | <b>Total Revenue</b>                        |      | <b>19,899,069</b>       | <b>21,243,550</b>       |
|                           | <b>Expenses</b>                             |      |                         |                         |
| 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                     |
| <b>9,461,348</b>          | <b>Total Expenses</b>                       |      | <b>19,899,069</b>       | <b>21,243,550</b>       |
|                           |   |      |                         |                         |
| -                         | 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<br>Forecast 2021 | CASH FLOW STATEMENT   | Note     | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---|----------|-------------------------|-------------------------|
|                           | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                         |                         |
|                           | <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  |          | -                       | -                       |
| <b>(512,862)</b>          | <b>Net cash flows from operating activities</b>             |          | <b>1,052,967</b>        | <b>1,201,415</b>        |
|                           | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                         |                         |
| (2,804,576)               | Purchase of property, plant and equipment                   |          | (4,066,999)             | (3,358,833)             |
|                           | Proceeds from sale of property, plant and equipment         |          | -                       | -                       |
| <b>(2,804,576)</b>        | <b>Net cash flows from investing activities</b>             |          | <b>(4,066,999)</b>      | <b>(3,358,833)</b>      |
|                           | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                         |                         |
| 2,804,576                 | Equity Investment from Org 40                               |          | 4,066,999               | 3,358,833               |
|                           | Repayment of Surplus to Org 40                              |          | -                       | -                       |
| <b>2,804,576</b>          | <b>Net cash flows from financing activities</b>             |          | <b>4,066,999</b>        | <b>3,358,833</b>        |
| <b>(512,862)</b>          | <b>Net increase/(decrease) in cash and cash equivalents</b> |          | <b>1,052,967</b>        | <b>1,201,415</b>        |
| 1,009,408                 | Cash and cash equivalents at beginning of period            |          | 496,546                 | 1,549,512               |
| <b>496,546</b>            | <b>Cash and cash equivalents at end of period</b>           | <b>1</b> | <b>1,549,512</b>        | <b>2,750,928</b>        |

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      |
|--|---------------------|------------|
| <b>Balance at 31 December 2020 brought forward</b>             | -                   | -          |
| <b>Prior Year Adjustments</b>                                  |                     |            |
| Changes in accounting policy                                   | -                   | -          |
| Accounting Errors  | -                   | -          |
| <b>Restated balance 31 December 2020</b>                       | -                   | -          |
| <b>Changes in net worth for 2021</b>                           |                     |            |
| 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                                   | -                   | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 14,043,920          | 14,043,920 |
| Surplus/(deficit) for the period 2021                          |                     | -          |
| <b>Total recognised revenues and expenses for the period</b>   | 14,043,920          | 14,043,920 |
|  |                     |            |
| <b>Balance at 31 December 2021 carried forward</b>             | 14,043,920          | 14,043,920 |

|  | Contributed Capital | Total      |
|--|---------------------|------------|
| <b>Balance at 31 December 2021 brought forward</b>             | 14,043,920          | 14,043,920 |
| <b>Prior Year Adjustments</b>                                  |                     |            |
| Changes in accounting policy                                   | -                   | -          |
| Accounting Errors  | -                   | -          |
| <b>Restated balance 31 December 2021</b>                       | 14,043,920          | 14,043,920 |
| <b>Changes in net worth for 2022</b>                           |                     |            |
| 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                                   | -                   | -          |
| <b>Net revenue / expenses recognised directly in net worth</b> | 4,066,999           | 4,066,999  |
| Surplus/(deficit) for the period 2022                          |                     | -          |
| <b>Total recognised revenues and expenses for the period</b>   | 4,066,999           | 4,066,999  |
| <b>Balance at 31 December 2022 carried forward</b>             | 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**

|  | <b>Contributed<br/>Capital</b> | <b>Total</b> |
|--|--------------------------------|--------------|
| <b>Balance at 31 December 2022 brought forward</b>             | 18,110,919                     | 18,110,919   |
| <b>Prior Year Adjustments</b>                                  |                                |              |
| Changes in accounting policy                                   | -                              | -            |
| Accounting Errors  | -                              | -            |
| <b>Restated balance 31 December 2022</b>                       | 18,110,919                     | 18,110,919   |
| <b>Changes in net worth for 2023</b>                           |                                |              |
| 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                                 | -                              | -            |
| <b>Net revenue / expenses recognised directly in net worth</b> | 3,358,833                      | 3,358,833    |
| Surplus/(deficit)for the period 2023                           |                                | -            |
| <b>Total recognised revenues and expenses for the period</b>   | 3,358,833                      | 3,358,833    |
| <b>Balance at 31 December 2023</b>                             | 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<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>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 <i>[DISCLOSE ACCOUNT DETAILS IF MATERIAL]</i> | -                       | -                       |
| -                         | Fixed Deposits held with Treasury (less than 90 days)  | -                       | -                       |
| 496,546                   | <b>TOTAL</b>   | <b>1,549,512</b>        | <b>2,750,928</b>        |

NOTE 2: TRADE AND OTHER RECEIVABLES

| 12-Month<br>Forecast 2021 | Trade Recivables                     | 12-Month<br>Budget 2022 | 12-Month<br>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                 | <b>Total trade receivables</b>       | <b>1,942,556</b>        | <b>2,209,715</b>        |

| 12-Month<br>Forecast 2021 | Description         | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|---------------------|-------------------------|-------------------------|
|                           | <b>Current</b>      |                         |                         |
| 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                 | <b>Total</b>        | <b>1,942,556</b>        | <b>2,209,715</b>        |

| 12-Month<br>Forecast 2021 | Other Receivables                  | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|------------------------------------|-------------------------|-------------------------|
| 300                       | Other                              | 300                     | 300                     |
| -                         | Less: provision for doubtful debts | -                       | -                       |
| 300                       | <b>Total other receivables</b>     | <b>300</b>              | <b>300</b>              |

| 12-Month<br>Forecast 2021 | Description        | 12-Month<br>Budget 2022 | 12-Month<br>Budget 2023 |
|---------------------------|--------------------|-------------------------|-------------------------|
|                           | <b>Current</b>     |                         |                         |
| 300                       | Past due 1-30 days | 300                     | 300                     |
| 300                       | <b>Total</b>       | <b>300</b>              | <b>300</b>              |



**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                           | -                    | -                    |
| <b>350,188</b>         | <b>TOTAL INVENTORIES</b>                                      | <b>350,188</b>       | <b>350,188</b>       |

**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               | -                    | -                    |
| <b>68,862</b>          | <b>Total</b>        | <b>68,862</b>        | <b>68,862</b>        |

**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   | 394,347      | 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   | 394,347      | 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   | 394,347      | 2,107,647                                | 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             | 987,000                 | 150,000                | 52,831            | 15,000           | -              | 1,479,000      | -        | -            | 840,000                                  | 3,348,831  |
| 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      |
|---|---------------------|-------------------------|------------------------|-------------------|------------------|----------------|----------------|----------|--------------|--|------------|
| <b>Balance as at 1 January 2021</b>         |                     |                         |                        |                   |                  |                |                |          |              |  |            |
| 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            | 6,448            | -              | 145,261        | 538      | 15,038       | -  | 468,199    |
| Eliminate on Disposal or Derecognition 2021 | -                   | -                       | -                      | -                 | -                | -              | -              | -        | -            | -  | -          |
| <b>Balance as at 31 December 2021</b>       | 987,815             | 2,493,528               | 71,748                 | 1,183,788         | 83,846           | 11,974         | 3,625,967      | 6,105    | 304,271      | -  | 8,769,062  |
| <b>Balance as at 1 January 2022</b>         | 987,815             | 2,493,528               | 71,748                 | 1,183,788         | 83,846           | 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 | -                   | -                       | -                      | -                 | -                | -              | -              | -        | -            | -  | -          |
| <b>Balance as at 31 December 2022</b>       | 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  |
| <b>Balance as at 1 January 2023</b>         | 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 | -                   | -                       | -                      | -                 | -                | -              | -              | -        | -            | -  | -          |
| <b>Balance as at 31 December 2023</b>       | 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 |
| <b>Net Book value 31 December 2021</b>      | 224,363             | 7,469,607               | 44,519                 | 56,392            | 28,795           | (1)            | 1,395,390      | 29,450   | 30,076       | 3,107,647                                | 12,390,237 |
| <b>Net Book value 31 December 2022</b>      | 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 |
| <b>Net Book value 31 December 2023</b>      | 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   |
|---------------------------------------|-------------------|---------|
| <b>Balance as at 1 January 2021</b>   | -                 | -       |
| Additions                             | 110,090           | 110,090 |
| Disposals and Derecognition           | -                 | -       |
| Revaluation                           | -                 | -       |
| Transfers                             | 119,552           | 119,552 |
| <b>Balance as at 31 December 2021</b> | 229,642           | 229,642 |

|                                       | Computer Software | Total   |
|---------------------------------------|-------------------|---------|
| <b>Balance as at 1 January 2022</b>   | 229,642           | 229,642 |
| Additions                             | 50,000            | 50,000  |
| Disposals and Derecognition           | -                 | -       |
| Revaluation                           | -                 | -       |
| Transfers                             | -                 | -       |
| <b>Balance as at 31 December 2022</b> | 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<br/>Software</i> | <i>Total</i> |
|---------------------------------------|------------------------------|--------------|
| <b>Balance as at 1 January 2023</b>   | 279,642                      | 279,642      |
| Additions                             | 10,000                       | 10,000       |
| Disposals and Derecognition           | -                            | -            |
| Revaluation                           | -                            | -            |
| Transfers                             | -                            | -            |
| <b>Balance as at 31 December 2023</b> | 289,642                      | 289,642      |

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

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

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

|   | <i>Computer<br/>Software</i> | <i>Total</i> |
|---|------------------------------|--------------|
| <b>Balance as at 1 January 2023</b>         | 148,641                      | 148,641      |
| Transfers                                   | -                            | -            |
| Impairment change 2023                      | -                            | -            |
| Depreciation Expense 2023                   | 50,009                       | 50,009       |
| Eliminate on Disposal or Derecognition 2023 | -                            | -            |
| <b>Balance as at 31 December 2023</b>       | 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<br>Forecast 2021 | Description                                      | 12-Month<br>Budget 2022 | 12-Month<br>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<br>Forecast 2021 | Details                      | 12-Month<br>Budget 2022 | 12-Month<br>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<br>Forecast 2021 | Description  | 12-Month<br>Budget 2022 | 12-Month<br>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                            | -                       | -                       |
| <b>538,794</b>            | <b>Total current portion</b>                                 | <b>538,794</b>          | <b>538,794</b>          |
|                           | <i>Non-current employee entitlements are represented by:</i> |                         |                         |
| -                         | Retirement and long service leave                            | -                       | -                       |
| <b>538,794</b>            | <b>Total employee entitlements</b>                           | <b>538,794</b>          | <b>538,794</b>          |

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<br>Forecast 2021 | Revenue type  | 12-Month<br>Budget 2022 | 12-Month<br>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                 |
| <b>9,461,348</b>          | <b>Total sales of goods and services</b>                | <b>19,899,069</b>       | <b>21,243,550</b>       |
|                           | <b>Fees and Charges</b>                                 |                         |                         |
| -                         | 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                   | <b>Fees &amp; Charges</b>                               | <b>1,185,925</b>        | <b>1,190,925</b>        |
|                           | <b>General Sales</b>                                    |                         |                         |
| 9,975                     | Police Clearances                                       | 10,500                  | 10,500                  |
| 9,975                     | <b>Total General Sales</b>                              | <b>10,500</b>           | <b>10,500</b>           |
|                           | <b>Rentals</b>  |                         |                         |
| 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                    | <b>Total Rentals</b>                                    | <b>85,588</b>           | <b>85,588</b>           |
|                           | <b>Other Goods &amp; Services Revenue</b>               |                         |                         |
|                           | <b>Goods &amp; Services Revenue</b>                     |                         |                         |
| 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                 |
|                           | <b>Sales of Outputs to Cabinet</b>                      |                         |                         |
| 8,547,483                 | Sales of Outputs to Cabinet                             | 18,455,556              | 19,795,037              |
| 8,547,483                 | <b>Total Sales of Outputs to Cabinet</b>                | <b>18,455,556</b>       | <b>19,795,037</b>       |
|                           | <b>Other Interdepartmental Revenue</b>                  |                         |                         |
| -                         | Financial Attest Services                               | -                       | -                       |
| -                         | Revenue from Ministries/Portfolios & Public Authorities | 5,000                   | 5,000                   |
| -                         | <b>Total Other Interdepartmental Revenue</b>            | <b>5,000</b>            | <b>5,000</b>            |
| <b>9,461,348</b>          | <b>Total Goods and Services</b>                         | <b>19,899,069</b>       | <b>21,243,550</b>       |

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<br>Forecast 2021 | Description                    | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>7,509,691</b>          | <b>Total Personnel Costs</b>   | <b>16,104,894</b>       | <b>17,303,920</b>       |

NOTE 14: SUPPLIES AND CONSUMABLES

| 12-Month<br>Forecast 2021 | Description                             | 12-Month<br>Budget 2022 | 12-Month<br>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                  |
| <b>1,484,659</b>          | <b>Total Supplies &amp; consumables</b> | <b>2,523,376</b>        | <b>2,470,756</b>        |

NOTE 16: GAINS / (LOSSES)

| 12-Month<br>Forecast 2021 | Description   | 12-Month<br>Budget 2022 | 12-Month<br>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                     |
| <b>(13,987)</b>           | <b>Total gains/ (losses)</b>  | <b>300</b>              | <b>300</b>              |

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

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

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**CAYMAN ISLANDS GOVERNMENT**

**BUDGET STATEMENTS**

**END**