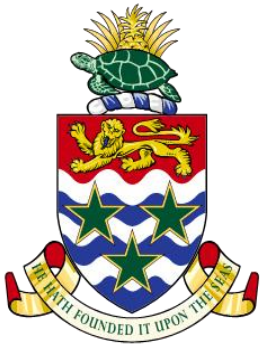

Portfolios and Offices

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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

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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 2024 and 31 December 2025.

The Budget Statements specify the output delivery and ownership performance expected of each Ministry, Portfolio or Office for the 2024 and 2025 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 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 2024 and 2025, 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 2024 and 2025 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 2024 and 2025 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's 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 2024 and 2025 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 2024 and 2025. 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.

HOUSE OF PARLIAMENT

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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

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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 HONOURABLE SPEAKER

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2024 and 2025 financial years.

Honourable Sir Alden McLaughlin, MP
Honourable Speaker

Parliament

31 December 2023

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.

Zena Merren-Chin
Chief Officer

Parliament

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Parliament is one of the three arms of the Government – the Executive, the Judiciary and the Legislative. Through the Office of the Clerk, impartial advice is provided to the Speaker and Members of the Parliament with regard to all House business, including legislation, regulations, the Government's budget and policies, motions, questions, papers and reports and Committee work as well as a range of services and facilities for Members of Parliament. Administrative services are managed by the Council of the Parliament Management Commission. The Parliament fosters parliamentary democracy and promotes the aims and objectives of the Commonwealth Parliamentary Association.

Scope of Activities

- Sale of Cayman Acts to the Public
- Servicing and supporting sittings of the House
- Servicing and support of Parliamentary Committees
- Administrative support and research for the Speaker and Members of Parliament
- Servicing and support of the local branch of the Commonwealth Parliamentary Association
- Management of the House of Parliament Building and a satellite office
- Media Production of Parliament House Sittings
- IT Administration and Servicing IT issues and other IT related matters for the Parliament of the Cayman Islands
- Hansard Production
- Management of the Parliamentary Library

Customers and Location of Activities

The customers of the Parliament are members of the public and members of Parliament. Our services are provided within the Cayman Islands and overseas.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the House of Parliament in the 2024 and 2025 financial years are as follows:

1) Commencement of Capital Projects

- Commence repairs on current Parliament Building

2) Create a Document Management System (DMS)

- Identify appropriate software environment
- Facilitate in-house training

3) Improve Security of the Parliament

- Replace security scanners

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the House of Parliament for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
REVENUE FROM CABINET	3,108	3,098	2,775
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	-	-	4
OPERATING EXPENSES	3,108	3,098	2,779
OPERATING SURPLUS/DEFICIT	**-**	**-**	**-**
NET WORTH	**1,654**	**1,669**	**1,639**
CASH FLOWS FROM OPERATING ACTIVITIES	60	60	49
CASH FLOWS FROM INVESTING ACTIVITIES	(15)	(15)	-
CASH FLOWS FROM FINANCING ACTIVITIES	15	15	-
CHANGE IN CASH BALANCES	60	60	49

FINANCIAL PERFORMANCE RATIO	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
CURRENT ASSETS : CURRENT LIABILITIES	3:1	3:1	3:1
TOTAL ASSETS : TOTAL LIABILITIES	3:1	3:1	3:1

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	22	23	22
STAFF TURNOVER (%)			
MANAGERS	5	5	5
PROFESSIONAL AND TECHNICAL STAFF	15	16	15
CLERICAL AND LABOURER STAFF	2	2	2
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	5	5	6.5
PROFESSIONAL AND TECHNICAL STAFF	4.5	4.5	2.5
CLERICAL AND LABOURER STAFF	12.5	13.5	11.5
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	2,572	2,587	2,591
ASSET REPLACEMENTS : TOTAL ASSETS	3%	1%	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	13%	5%	21%
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	0.88:1	3.7:1	-
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
SECURITY SCANNERS	50	-	-
COMPUTER EQUIPMENT	15	15	-
TOTAL	**65**	**15**	**-**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Natural Disaster – Loss of Vital Information	None	Implementation of electronic storage for all law files and offsite storage.	
Staff shortages or loss (temporary or permanent) as a result of pandemics and/or epidemics.	None	Pandemic response plan outlining various threat levels and corresponding responses, provisions (as outlined in various personnel circulars) for working from home (i.e. Citrix access) to ensure staff safety and ability to comply with shelter in place orders and restriction on official overseas travel.	
Staff shortages or loss (temporary or permanent) and/or structural damage as a result of man-made or natural disasters.	None	Continuity of Operations Plan outlining various threat levels and corresponding responses, including provisions for accessing back-up facilities and backed-up data.	
Breach of data security (i.e. leaked/hacked personal/sensitive information)	None	CIG-wide intrusion detection systems and firewalls with the purpose of detecting internal and external vulnerabilities. Said systems are deployed and managed by CIG's Computer Services Department and the Cyber Security Team in the Ministry of Investment, Innovation and Social Development (IISD). Potential fines/penalties under the Data Protection or other applicable Act.	
Misappropriation of assets/fraud (internal or external)	None	Separation of duties in key risk areas (i.e. assets, procurement, payment/transaction authorization, receiving of goods, receipting etc.), reconciliation of physical assets with the details contained in the asset register.	
Loss of vital enterprise information	None	System back-ups, redundant servers and off-site back-ups.	
Lack of or insufficient qualified staff to deliver strategic objectives	None	Robust recruitment process, including hiring standards, shortlisting, interviewing, written assessments, psychometric testing, second interviews, internal secondments etc.	
Loss of key staff	None	Succession Planning, secondment opportunities, well documented business processes.	
Inability to attract and retain appropriate talent	None	Attractive compensation packages, learning and development plans, and opportunities for career growth.	
Loss of access to Online Computer systems; Hard Drives; other Software systems	None	System back-ups, Redundant servers and offsite back-ups, offsite support to re-establish lost connections.	
Failure to continue high level of service in the Legislate Departments	None	Stakeholder engagement surveys and customer service feedback, application of Acts and regulations to ensure high quality of work is maintained.	

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Inability to complete projects to upgrade software/hardware in various office departments	None	EPC Committee created to oversee large scale projects, hire staff for project manager post.	
Organizational values and culture not aligned to CIG strategy	Managers and staff training sessions, Staff unconscious bias training, HR staff lunch and learns to promote better health and wellness, social events and employee of the month/year awards to help increase staff morale	Implement risk management framework, use performance mgmt. systems to keep values aligned, implement policies and procedures to protect staff and increase staff morale.	
Man initiated threats to Members	Upgraded security cameras and two Parliamentary Security Officers hired	Hire permanent security officers and effect more training for same and update security manual.	
Loss of power during House recordings	Updated recording system	Ensure all equipment has surge protectors and APC's (Alternate Temporary Power Supply).	

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
EQUITY INVESTMENT FROM CABINET	65	15	-
TOTAL	**65**	**15**	-

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PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

LGL 2	Servicing and Supporting Sittings of the House and Committees

DESCRIPTION

Servicing and supporting sittings of the House and meetings of Committees involving:

- Receipt and examination of bills, motions, and other business to be dealt with by the House
- Certification of bills and motions passed by the House
- Preparation of business papers and order papers and their distribution to members
- Provision of Clerks-at-the-Table, Sergeant-at-Arms, and the record of proceedings duties
- Preparation of daily journals for Speaker's signature
- Custody of votes, records, bills and other House documents
- Preparation and production of daily Hansard
- Procedural advice to Speaker and Members of the House
- Preparation of agenda, minutes of proceedings and reports for all Committees
- Receipt and distribution of House Business
- Maintaining the Digital Management System

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of sitting days for House and Committees	30-40	30-40	30-40
• Number of Committee meetings held	25-30	25-30	25-30
• Number of Hansards produced	50-75	50-75	50-75
• Number of order papers, daily journals, agendas and minutes of proceedings prepared	100-150	100-150	100-150
• Number of reports from Committees prepared	20-35	20-35	20-35
• Number of hours spent on a House and Committees	6,000-8,000	6,000-8,000	6,000-8,000
QUALITY			
• Papers, agendas, minutes and reports are accurate and reflect decisions	99-100%	99-100%	99-100%
• Documents are prepared, edited and accurate	99-100%	99-100%	99-100%
• Proper communication and facilities accommodating all attendees	99-100%	99-100%	99-100%
• Hansard Reports are timely and accurate	99-100%	99-100%	99-100%
TIMELINESS			
• Documents prepared timely for House sittings	95-100%	95-100%	95-100%
• Clerks-at-the-Table and Sergeant-at-Arms duties, recording of proceedings: at all times when House is sitting	100%	100%	100%
• Maintenance of the order book and records: before the commencement of the next meeting	95-100%	95-100%	95-100%
• Provision of daily journals within 3 days of Sitting	75-95%	75-95%	75-95%
• Hansard prepared within 2 months of the sitting	75-95%	75-95%	75-95%
• Bills, motions and questions: examined before, and proofed/certified after, consideration by the House	100%	100%	100%
• Posting of House Business by the end of the day	95-100%	95-100%	95-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$668,060**	**$698,858**	**$716,061**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

LGL 3	Support for the Speaker and Members of the Parliament

DESCRIPTION

Administrative support and research for the Speaker and Members of the House of Parliament and the local branch of the Commonwealth Parliamentary Association (CPA) involving:

- Organizing the CPA Annual General and Executive Committee meetings
- Organizing the attendance of Members at seminars and conferences
- Maintaining CPA records and accounts
- Miscellaneous administrative activities and research for Members
- Provision of information to the media and general public including researching records proceedings
- Provide support to Hon Speaker

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of hours spent on administrative support and research	7,000-8,500	7,000-8,500	7,000-8,500
• Number of hours spent on CPA meetings and oversees events, records and accounts	2,500-3,000	2,500-3,000	2,500-3,000
• Number of Meetings and Conferences	10-12	10-12	10-12
• Hours spent on communication and media matters	2,000-2,500	2,000-2,500	2,000-2,500
QUALITY			
• Advice provided by suitably qualified personnel	100%	100%	100%
• CPA work carried out by qualified personnel	100%	100%	100%
TIMELINESS			
• Advice and information research provided within three days of request	95-100%	95-100%	95-100%
• Tours provided upon request on any day the House is not sitting	100%	100%	100%
• Secretarial and administrative support: within a day of request	95-100%	95-100%	95-100%
• CPA meetings organized in a timely manner	95-100%	95-100%	95-100%
• CPA Accounts and reports prepared in a timely and accurate manner	95-100%	95-100%	95-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$1,459,433**	**$1,447,855**	**$1,161,995**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

LGL 4	Management of the Parliament Management Commission

DESCRIPTION

Management of the House of Parliament and precincts involving:

- Provision of security
- Maintenance of equipment, building and precincts
- Maintenance of audio and video services
- Housekeeping and mail service
- Sale of Cayman Islands Acts and Regulations
- Providing public tours of the Parliament Building
- Management of the Parliamentary Library
- Maintenance of Parliament Website
- Management Procurement and Projects

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of working days that the Parliament Building is operative	250-255	250-255	250-255
• Number of hours spent on management of PMC's precincts	6,000-7,500	6,000-7,500	N/A
• Number of Acts sold	200-250	200-250	200-250
• Number of tours conducted	35-50	35-50	35-45
• Number of hours managing Parliamentary Library	800-1,000	800-1,000	N/A
• Number of hours on management of the Parliamentary website	800-1,000	800-1,000	N/A
QUALITY			
• Security provided by trained security staff	95-100%	95-100%	95-100%
• Equipment operative when building open	95-100%	95-100%	95-100%
• Acts provided are the current revision or amendment	100%	100%	100%
• Tours conducted in a professional and knowledgeable manner	100%	100%	100%
• Library services provided by qualified personnel	100%	100%	N/A
• Website kept current	100%	100%	N/A
TIMELINESS			
• Facilities provided are operative every working day	100%	100%	100%
• Website updated on a daily basis	95-100%	95-100%	95-100%
• Orders for Acts taken at window: prepared within ten minutes	99-100%	99-100%	99-100%
• Tours conducted within 5 minutes of walks-ins or within 5 days by request	99-100%	99-100%	99-100%
• Library services available to all staff and MPs	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$980,079**	**$950,790**	**$897,362**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

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CAYMAN ISLANDS GOVERNMENT

HOUSE OF PARLIAMENT

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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and
c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Zena Merren-Chin
Chief Officer

House of Parliament

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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HOUSE OF PARLIAMENT

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

General Accounting Policies

Reporting entity

These forecast financial statements are for the *House of Parliament.*

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 2024 and 2025.

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.

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.

HOUSE OF PARLIAMENT

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
424,360	Cash and cash equivalents	**1**	484,108	543,862
	Marketable securities and deposits			
1,893,727	Trade receivables	**2**	1,855,852	1,855,852
97,978	Other receivables	**2**	97,978	97,978
-	Inventories	**3**	-	-
-	Investments	**4**	-	-
13,854	Prepayments	**5**	13,854	13,854
2,429,919	**Total Current Assets**		**2,451,792**	**2,511,546**
	Non-Current Assets			
-	Trade receivables	**2**	37,875	37,875
-	Other receivables	**2**	-	-
	Inventories	**3**		
	Investments	**4**		
	Prepayments	**5**		
10,721	Intangible Assets	**6**	7,577	4,433
149,765	Property, plant and equipment	**6**	74,341	32,731
160,485	**Total Non-Current Assets**		**119,792**	**75,038**
2,590,404	**Total Assets**		**2,571,584**	**2,586,584**
	Current Liabilities			
93,976	Trade payables	**7**	93,976	93,976
37,197	Other payables and accruals	**7**	37,197	37,197
-	Unearned revenue	**8**	-	-
83,239	Employee entitlements	**9**	83,239	83,239
702,777	Repayment of surplus		702,777	702,777
917,189	**Total Current Liabilities**		**917,189**	**917,189**
	Non-Current Liabilities			
	Trade payables	**7**		
	Other payables and accruals	**7**		
	Unearned revenue	**8**		
-	Employee entitlements	**9**	-	-
-	**Total Non-Current Liabilities**		**-**	**-**
917,189	**Total Liabilities**		**917,189**	**917,189**
1,673,215	**Net Assets**		**1,654,395**	**1,669,395**
	NET WORTH			
1,661,020	Contributed capital		1,676,020	1,691,020
-	Other Reserves		-	-
-	Revaluation reserve		-	-
(21,625)	Accumulated surpluses/(deficits)		(21,625)	(21,625)
1,639,395	**Total Net Worth**		**1,654,395**	**1,669,395**

HOUSE OF PARLIAMENT

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
2,778,979	Sale of goods and services	10	3,107,572	3,097,503
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
2,778,979	**Total Revenue**		**3,107,572**	**3,097,503**
	Expenses			
2,158,481	Personnel costs	13	2,463,276	2,408,381
571,136	Supplies and consumables	14	569,548	614,368
49,362	Depreciation & Amortisation	6	59,748	59,754
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
-	Litigation costs	15	15,000	15,000
-	Other expenses		-	-
-	Other Gains and Losses	16	-	-
2,778,979	**Total Expenses**		**3,107,572**	**3,097,503**
-	**Surplus or (Deficit) for the period**		**-**	**-**

HOUSE OF PARLIAMENT

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
2,775,379	Outputs to Cabinet		3,107,572	3,097,503
-	Outputs to other government agencies		-	-
3,600	Sale of goods and services - third party		-	-
-	Interest received		-	-
	Donations / Grants		-	-
-	Other receipts		-	-
	Payments			
(2,158,481)	Personnel costs		(2,463,276)	(2,408,381)
(571,136)	Supplies and consumables		(569,548)	(614,368)
	Interest paid		-	-
-	Other payments		(15,000)	(15,000)
49,362	**Net cash flows from operating activities**		**59,748**	**59,754**
	CASH FLOWS FROM INVESTING ACTIVITIES			
	Purchase of property, plant and equipment		(15,000)	(15,000)
	Proceeds from sale of property, plant and equipment		-	-
-	**Net cash flows from investing activities**		**(15,000)**	**(15,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
	Equity Investment from Org 40		15,000	15,000
	Repayment of Surplus to Org 40		-	-
-	**Net cash flows from financing activities**		**15,000**	**15,000**
49,362	**Net increase/(decrease) in cash and cash equivalents**		**59,748**	**59,754**
374,998	Cash and cash equivalents at beginning of period		424,360	484,108
424,360	**Cash and cash equivalents at end of period**	1	**484,108**	**543,862**

HOUSE OF PARLIAMENT

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward					-
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors				(21,625)	(21,625)
Restated balance 31 December 2022	1,661,020	-	-	(21,625)	1,639,395
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet					-
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	-	-	-	-	-
Surplus/(deficit)for the period 2023				-	-
Total recognised revenues and expenses for the period	-	-	-	-	-
Balance at 31 December 2023 carried forward	1,661,020	-	-	(21,625)	1,639,395

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	1,661,020	-	-	(21,625)	1,639,395
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	1,661,020	-	-	(21,625)	1,639,395
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	15,000				15,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	15,000	-	-	-	15,000
Surplus/(deficit)for the period 2024				-	-
Total recognised revenues and expenses for the period	15,000	-	-	-	15,000
Balance at 31 December 2024 carried forward	1,676,020	-	-	(21,625)	1,654,395

HOUSE OF PARLIAMENT

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	1,676,020	-	-	(21,625)	1,654,395
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	1,676,020	-	-	(21,625)	1,654,395
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet	15,000				15,000
Capital withdrawals by Cabinet				-	-
Net revenue / expenses recognised directly in net worth	15,000	-	-	-	15,000
Surplus/(deficit)for the period 2025				-	-
Total recognised revenues and expenses for the period	15,000	-	-	-	15,000
Balance at 31 December 2025	1,691,020	-	-	(21,625)	1,669,395

HOUSE OF PARLIAMENT

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
100	Cash on hand (IRIS Confirmation Account/Petty Cash)	100	100
21	Cash in transit (IRIS Remittance Account)	21	21
414,516	CI$ Operational Current Account held at Royal Bank of Canada	474,264	534,018
6,287	US$ Operational Current Account held at Royal Bank of Canada	6,287	6,287
3,436	Payroll Current Account held at Royal Bank of Canada	3,436	3,436
-	Bank Accounts held at other financial institutions ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
424,360	**TOTAL**	**484,108**	**543,862**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
1,412,547	Sale of goods and services	1,412,547	1,412,547
481,180	Outputs to Cabinet	481,180	481,180
-	Outputs to other government agencies	-	-
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
1,893,727	**Total trade receivables**	**1,893,727**	**1,893,727**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
1,742,229	Past due 1-30 days	1,808,509	1,808,509
94,686	Past due 31-60 days		
56,812	Past due 61-90 days		
	Past due 90 and above	47,343	47,343
	Non-Current		
	Past due 1 year and above	37,875	37,875
1,893,727	**Total**	**1,893,727**	**1,893,727**

12-Month Forecast 2023	Other Receivables	12-Month Budget 2024	12-Month Budget 2025
750	Advances (salary, Official Travel, etc)	750	750
-	Dishonoured cheques	-	-
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
97,228	Other	97,228	97,228
-	**Less: provision for doubtful debts**	-	-
97,978	**Total other receivables**	**97,978**	**97,978**

NOTE 2: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
97,978	Past due 1-30 days	97,978	97,978
	Past due 31-60 days		
	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
97,978	**Total**	**97,978**	**97,978**

NOTE 5: PREPAYMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
13,854	Accrued Prepayments	13,854	13,854
-	Prepaid Insurance	-	-
	Other		
13,854	**Total**	**13,854**	**13,854**

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*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		162,877	-	19,024	79,264	39,369	199,161			15,464	36,170				9,811	561,140
Additions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2023	-	162,877	-	19,024	79,264	39,369	199,161	-	-	15,464	36,170	-	-	-	9,811	561,140

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	-	162,877	-	19,024	79,264	39,369	199,161	-	-	15,464	36,170	-	-	-	9,811	561,140
Additions		-	-	-	-	15,000	-	-	-	-	-	-	-	-	-	15,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2024	-	162,877	-	19,024	79,264	54,369	199,161	-	-	15,464	36,170	-	-	-	9,811	576,140

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	-	162,877	-	19,024	79,264	54,369	199,161	-	-	15,464	36,170	-	-	-	9,811	576,140
Additions		-	-	-	-	15,000	-	-	-	-	-	-	-	-	-	15,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2025	-	162,877	-	19,024	79,264	69,369	199,161	-	-	15,464	36,170	-	-	-	9,811	591,140

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		130,651	(0)	4,756	73,519	25,200	114,872			10,667	36,170					395,834
Transfers																-
Impairment Reserve 2023 (closing balance)																-
Depreciation Expense 2023		8,765	1,158	-	15,500	8,600	13,275	-	-	2,064	-	-	-	-	-	49,362
Eliminate on Disposal or Derecognisation 2023																-
Balance as at 31 December 2023		139,416	1,158	4,756	89,019	33,800	128,147	-	-	12,731	36,170	-	-	-	-	445,196

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		139,416	1,158	4,756	89,019	33,800	128,147	-	-	12,731	36,170	-	-	-	-	445,196
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		8,765	1,164	-	15,500	8,600	13,275	-	-	2,064	7,236	-	-	-	-	56,604
Eliminate on Disposal or Derecognisation 2024																-
Balance as at 31 December 2024		148,181	2,322	4,756	104,519	42,400	141,422	-	-	14,795	43,406	-	-	-	-	501,800

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		148,181	2,322	4,756	104,519	42,400	141,422	-	-	14,795	43,406	-	-	-	-	501,800
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		8,765	1,164	-	15,500	8,600	13,275	-	-	2,070	7,236	-	-	-	-	56,610
Eliminate on Disposal or Derecognisation 2025																-
Balance as at 31 December 2025		156,946	3,486	4,756	120,019	51,000	154,697	-	-	16,865	50,642	-	-	-	-	558,410

Net Book value 31 December 2023	-	23,461	(1,158)	14,268	(9,754)	5,569	71,014	-	-	2,733	-	-	-	-	9,811	115,945
Net Book value 31 December 2024	-	14,696	(2,322)	14,268	(25,254)	11,969	57,739	-	-	669	(7,236)	-	-	-	9,811	74,341
Net Book value 31 December 2025	-	5,931	(3,486)	14,268	(40,754)	18,369	44,464	-	-	(1,401)	(14,472)	-	-	-	9,811	32,731

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	15,957		15,957
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2023	15,957	-	15,957

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	15,957	-	15,957
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2024	15,957	-	15,957

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	15,957	-	15,957
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2025	15,957	-	15,957

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	5,236		5,236
Transfers			-
Impairment Reserve 2023 (closing balance)			-
Depreciation Expense 2023	-	-	-
Eliminate on Disposal or Derecognisation 2023			-
Balance as at 31 December 2023	5,236	-	5,236

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	5,236	-	5,236
Transfers			-
Impairment change 2024			-
Depreciation Expense 2024	3,144	-	3,144
Eliminate on Disposal or Derecognisation 2024			-
Balance as at 31 December 2024	8,380	-	8,380

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	8,380	-	8,380
Transfers			-
Impairment change 2025			-
Depreciation Expense 2025	3,144	-	3,144
Eliminate on Disposal or Derecognisation 2025			-
Balance as at 31 December 2025	11,524	-	11,524

Net Book value 31 December 2023	10,721	-	10,721

Net Book value 31 December 2024	7,577	-	7,577

Net Book value 31 December 2025	4,433	-	4,433

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
93,976	Creditors	93,976	93,976
	Creditors Ministries/Portfolios		
	Creditors other government agencies		
-	Non current Accounts payable	-	-
188	Payroll Deductions	188	188
-	Operating Lease	-	-
36,522	Accrued Expenses	36,522	36,522
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
487	Other payables	487	487
131,173	**Total trade payables other payables and accruals**	**131,173**	**131,173**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
7,555	Annual Leave	7,555	7,555
17,971	Retirement and long service leave	17,971	17,971
-	Accrued salaries	-	-
-	Travel	-	-
57,714	Pension	57,714	57,714
-	Other salary related entitlements	-	-
83,239	**Total current portion**	**83,239**	**83,239**
	Non-current employee entitlements are represented by:		
	Retirement and long service leave		
83,239	**Total employee entitlements**	**83,239**	**83,239**

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
2,775,379	Outputs to Cabinet	3,107,572	3,097,503
3,600	General sales	-	-
2,778,979	**Total sales of goods and services**	**3,107,572**	**3,097,503**
3,600	Sale Of Laws	-	-
3,600	**Total General Sales**	-	-
	Sales of Outputs to Cabinet		
2,775,379	Sales of Outputs to Cabinet	3,107,572	3,097,503
2,775,379	**Total Sales of Outputs to Cabinet**	3,107,572	3,097,503
2,778,979	**Total Goods and Services**	**3,107,572**	**3,097,503**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
1,774,809	Salaries, wages and allowances	1,837,890	1,749,264
277,940	Health care	511,728	550,477
93,024	Pension	97,098	92,081
6,000	Leave	9,000	9,000
6,708	Other personnel related costs	7,560	7,560
2,158,481	**Total Personnel Costs**	**2,463,276**	**2,408,381**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
95,036	Supplies and Materials	92,124	92,124
167,712	Purchase of services	168,400	168,400
82,176	Lease of Property and Equipment	102,000	102,000
97,756	Utilities	105,024	105,024
-	General Insurance	-	-
84,056	Interdepartmental expenses	60,600	63,420
24,000	Travel and Subsistence	24,000	66,000
15,000	Recruitment and Training	12,000	12,000
5,400	Other	5,400	5,400
571,136	**Total Supplies & consumables**	**569,548**	**614,368**

NOTE 15: LITIGATION COSTS

12-Month Forecast 2023	Litigation Costs	12-Month Budget 2024	12-Month Budget 2025
-	Legal Fees	15,000	15,000
	Description		
-	**Total Litigation cost**	**15,000**	**15,000**

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	**Surplus/(deficit) from ordinary activities**	-	-
	Non-cash movements		
49,362	Depreciation expense	59,748	59,754
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
-	(Increase)/decrease in receivables - Other Government agencies		
	(Increase)/decrease in receivables - SAGC's		
	(Increase)/decrease in receivables - Other 3rd Party		
	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
	Increase/(decrease) in payables - Other 3rd Party		
49,362	**Net cash flows from operating activities**	**59,748**	**59,754**

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PORTFOLIO OF THE CIVIL SERVICE

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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

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STATEMENT OF THE DEPUTY GOVERNOR

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2024 and 2025 financial years.

Honourable Franz Manderson, MBE, Cert. Hon., JP

Deputy Governor

Portfolio of the Civil Service

31 December 2023

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.

Gloria McField-Nixon, JP

Chief Officer

Portfolio of the Civil Service

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Portfolio of the Civil Service (PoCS) is responsible for leading and supporting human resources (HR) development, public sector reform and good governance. The Portfolio provides policy advice and support to Her Excellency the Governor and the Head of the Civil Service in overseeing the operation of the Civil Service. PoCS provides a range of operational and strategic HR advice and services to government entities and the wider public sector, and monitors and evaluates compliance with the Public Service Management Act (PSMA) and Personnel Regulations.

The Internal Audit Service is an independent, objective assurance and consulting activity designed to add value and improve the operations of the Cayman Islands Government. It helps the Government accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Management Support Unit is responsible for facilitating the development of a culture of high performance and continuous improvement within the Civil Service. This is achieved through the delivery and facilitation of Civil Service-wide reform initiatives across a range of subject areas, and geared towards sustainable organisational development.

The Civil Service College provides learning and development opportunities for all Civil Service departments and public sector clients with the aim of building capacity in areas of core competencies, leadership and management, and by providing education to support progression and advancement. The College is a City and Guilds approved training centre regulated by Ofsted, and collaborates with local and international partners to deliver education programmes.

The Governor's Office is responsible for the security and good governance of the Cayman Islands as part of the Foreign, Commonwealth and Development Office's global network.

The Cayman Islands National Archive is responsible for establishing the records and information management infrastructure for the entire public sector in accordance with the National Archive and Public Records Act, (2015 Revision). This includes the development of policy, standards, guidance and training to promote best recordkeeping practice and to ensure compliance with international recordkeeping standards. The National Archive is responsible for the acquisition and preservation of historical information documenting interactions with the Cayman Islands Government and its citizens, and ensuring accessibility to information through the National Archive's various programmes.

The Elections Office is responsible for the maintenance and quarterly publication of the Register of Electors (Voter's list) and for maintaining readiness for an election or referendum as required constitutionally or by Act.

The Commissions Secretariat provides support to six independent commissions so that they can fulfil their constitutional and/or legal mandates in an autonomous manner. The office also maintains the Register of Interests in accordance with the Standards in Public Life Act, (2021 Revision).

The Office of the Deputy Governor (ODG) provides policy advice and strategic and administrative support to the Deputy Governor in relation to his responsibilities for ensuring the effective operation of the Civil Service and for providing the highest level of support to the Governor. Through the operations of a National Intelligence Directorate

and an Enterprise Risk Management Unit, the ODG delivers critical governance-related services to the CIG. The ODG also delivers BOTC and British Registration services to the general public and, through the Strategic Reforms Implementation Unit (SRIU), delivers a range of strategic project support services to the Deputy Governor and across the Civil Service.

The Office of Educational Standards (OES) is an independent, objective assurance department designed to inspect and report on the quality of education for all educational institutions on the Cayman Islands. The OES helps government evaluate the standards of educational leadership, educational provision and student outcomes across a range of educational settings to improve the effectiveness of education for all Caymanians and Non-Caymanians on the islands.

Scope of Activities

Portfolio of the Civil Service

Strategic and Operational Human Resource (HR) Services

- Policy advice and implementation support relating to service-wide human resource policies and practices for the Civil Service, and the personnel functions of the Governor and the Head of the Civil Service.
- Development and maintenance of legislation and regulations governing Civil Service HR practices.
- Advice to Civil Service agencies to support the effective application of the PSMA and Personnel Regulations.
- Promotion of the Public Service Values and Public Servant's Code of Conduct.
- The maintenance and management of employee data to strengthen good governance in record management.
- Data-driven delivery of HR management information to support the robust approach to business decision-making.
- Job evaluation assessments for Civil Service and Statutory Authority and Government Company (SAGC) positions.
- Monitoring trends and developments in HR matters across the Civil Service as a whole, including service-wide trend and data reporting.
- Providing professional advice on the potential HR impacts and implications of Government proposals and initiatives, and other developments within the Civil Service.
- Development of capability and promotion of HR best practice across the Civil Service.
- Management of compensation and benefits.
- Provision of government wide-surveys on HR related matters.
- Technical and administrative support to the Head of Civil Service (and, where relevant, the Governor) in relation to the Chief Officer.
- HR services to Ministries/Portfolios as required, including recruitment, job analysis and the preparation of job descriptions, records management and advice on specific HR matters.
- HR matters including appointment, remuneration, dismissal, succession planning, and performance agreements and assessments of Chief Officers.

Internal Audit Service

Internal Audit Services (IAS) exists as the third line of defence within CIG. IAS' role revolves around collaborating with the organisation to assess whether the internal control environment is fit for purpose and robust. Internal

Auditors have a professional duty to provide an unbiased and objective view of the organisations' risk management, governance and internal control processes to the Deputy Governor.

The scope of the Internal Audit scope encompasses the examination and assessment of the adequacy and effectiveness of the Cayman Islands Government's risk management, governance and internal controls to provide assurance regarding the implementation of assigned responsibilities related to strategic and operational goals and objectives. Centred around a risk-based annual internal audit plan, focusing on the highest risks and associated processes within CIG to ensure efficiency in coverage of the CIG control environment.
This includes, but is not limited to: Assurance and advisory services related to corporate governance, enterprise risk management and internal control processes across the core entities of the CIG as well as SAGCs. The team also conduct special investigations across Government and SAGCs.

The reviews enable IAS to report on how well the systems and processes designed to keep the organisation on track, within the defined risk appetite, are working.
IA will also develop audit themes from the reviews performed and wider industry insight for inclusion in the annual audit report and opinion to the Deputy Governor.

Management Support of Civil Service Agencies

- Leading, monitoring and supporting the effective implementation of the Leadership and Customer Service goal areas of the Civil Service's 5 Year Strategic Plan.
- Working collaboratively with Civil Service departments to generate solutions to management issues, leading to improved performance and management capability.
- Providing internal consultancy advice and capability support to Civil Service entities in relation to public sector management issues, including strategic, financial, production, and human resource management.

Learning and Development Opportunities within the Civil Service

- Support the Deputy Governor and his 5-year Strategic Plan for the Cayman Islands Civil Service
- Identification of priorities of human capital development within the Civil Service
- Implementation of learning and development interventions to meet the identified needs
- Strategic development and management of the Civil Service College (CSC), to provide learning and development opportunities for all civil servants

H.E. Governor's Office

The Governor's Office has key reserved areas of responsibility which contribute to the overall safety and wellbeing of the Cayman Islands. These reserved areas are:

- Defense;
- External affairs;
- Internal security (including the Royal Cayman Islands Police Service and the Cayman Islands Regiment); and
- Good governance.

The Governor is responsible for appointing the head of government and other senior officials to public office.

The Governor's Office utilizes Government House for national and ceremonial events including receptions, social engagements (luncheons/dinners) and meetings with visiting foreign dignitaries and Heads of State.

The Cayman Islands National Archive

- Preserve, protect and provide access to historical information and archives.
- Provide a records and information management service across the entire public sector to support and advise agencies on the efficient management of information while ensuring compliance with the National Archive and Public Records Act (2015 Revision).

Elections Office

Administrative and operational responsibility for maintaining the official register of electors and for planning and carrying out General Elections, by-Elections, and Referendums in the Cayman Islands pursuant to the Cayman Islands Constitutional Order (2009).

Commissions Secretariat

The office is responsible for providing strategic, operational, administrative, public relations, public education, recruitment, research, policy, and investigative support to six independent commissions in order for each to fulfil their respective constitutional and/or legal mandates in an autonomous manner. These six commissions are the:

- Anti-Corruption Commission
- Civil Service Appeals Commission
- Commission for Standards in Public Life
- Constitutional Commission
- Human Rights Commission
- Judicial and Legal Services Commission

The office also maintains the Register of Interests in accordance with the Standards in Public Life Act, (2021 Revision).

Deputy Governor's Office

- Policy advice and strategic support to the Deputy Governor;
- Administrative services for personal support to the Deputy Governor and for the effective operations of his Office;
- Delivery of critical good governance-related services of national and cross-government importance:
    - Through a new National Secure Vetting Unit, provision of Security Checked and Developed Vetting (SC/DV) clearances and continuous monitoring for sensitive roles within Core Government, Uniformed Services and SAGCs.;
    - Through a newly-established Enterprise Risk Management Unit, provision of coordination, leadership and support services for effective risk management within the Core Government, and advice to SAGCs.
- Delivery of services to the public, including processing of applications and administration of pledges for British Overseas Territories Citizenship (BOTC) and Registration as a British Citizen
- Delivery of services to support official duties of Deputy Governor, including:
    - Deportation and Exclusion Orders and Cabinet Permits
    - Official Government Liaison regarding Cuban Migrants
    - Repatriation of Caymanians stranded Overseas
    - Coordination of official visits and ceremonial occasions
- Provision of Secretariat Services to the following Boards and Committees, on behalf of the Governor and Deputy Governor:
    - The Conditional Release Board
    - The Advisory Committee on the Prerogative of Mercy Board (ACPM)

    - The Expungement Board
    - The Cayman Islands Independent Monitoring Board (Prisons and Places of Detention)
    - The Child Safeguarding Board
    - The Audit and Risk Assurance Committee for Core Government
- Provision of strategic project support services to the Deputy Governor, to deliver priority projects for enhanced governance and operations across the civil service, and for the coordination of project-related training for Civil Servants.

Office of Educational Standards (OES)

The OES is responsible for the quality assurance services for education, focusing on the monitoring, evaluation and reporting on educational standards in private and public schools, Early Childhood Centres, Colleges, Universities, and other institutions as required.

Customers and Location of PoCS Activities

The customers of core PoCS and its wider departments and units are Her Excellency the Governor, the Deputy Governor and Head of the Civil Service, Government agencies, boards and commissions, and the people of the Cayman Islands/general public. Our services are provided within the Cayman Islands and overseas.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Portfolio of the Civil Service in the 2024 and 2025 financial years are as follows:

Portfolio of the Civil Service

- To strengthen the Portfolio's role as a centre of HR expertise
- To enhance and maintain an integrated enterprise-wide human resource management system (HRMS) with improved capability to support changing business needs
- To embed the core competency framework for HR professionals, facilitating development opportunities for the HR profession in areas of priority to support new policies and to improve business outcomes and ensure a consistent approach across the Service
- The continued delivery of Civil Service strategic transformation initiatives as per the 5-Year Strategic Plan for the Cayman Islands Government
- To identify target areas for improving staff engagement and customer service by using data obtained from annual Civil Service wide surveys
- Review and implement approved recommendations on pay and benefits to support social justice in the workforce
- Monitor and deliver improvements to the methodology for job review and evaluation, including establishing protocols that are fit for purpose across the entire Public Sector

Internal Audit Service

In support of Broad Outcome number 4 '*Modernise Government to Improve Public Sector Performance*' the IAS activities below all support the Specific Outcome of '*Strengthening good governance for more effective Government*'.

- **Enhance the overall Control Environment for CIG.**
    - 1) Drive the IAS work plan toward areas of greatest risk;
      2) Use data analysis to direct IAS work and assignment testing;
      3) Support embedded data collection in key systems (My-Vista).
      4) Provide regular insight reports to DG and Chief Officers, including pro-active action tracking details.
- **Development of a world class Internal audit methodology and way of working.**
    - 1) Refresh the IA methodology to align with evolving international standards;
      2) Restructure the IAS team;
      3) Develop existing team skills and career pathways;
      4) Embed a talent pipeline for the IA service.
- **Establish Risk Based principles for IA planning and assurance reporting.**
    - 1) Work with DGs Office to recruit a Chief Risk Officer.
      2) Support the embedding of RM practices.
      3) Develop and assurance approach aligned to risk that drives the IA future plans.
      4) Revise IAS reports aligned to risk assurance approach in CIG.

Management Support Unit

- Facilitate CIG's Vision to Become a World-Class Civil Service in order to deliver good value to the people of the Cayman Islands by implementing the Civil Service Strategy refresh (2023 – 2024) focused on Accountability at all levels of the system to deliver excellent Customer Experience, Leadership, Talent Development, Communications and Governance.
- Provide advice and capability support to Civil Service entities in relation to public sector management issues, including strategic management, financial management, management systems and HR management.

Civil Service College

The Civil Service College will help provide professional development opportunities for lifelong learning by:

- Giving access to educational opportunities that provide qualifications ranging from skills for life through to post graduate certification aimed at supporting the advancement and progression of civil servants.
- Developing world-class Civil Service leaders and managers to recognised international standards and support opportunities for continuous professional development.
- Providing core competency development opportunities that allow every civil servant to continually upgrade their skills and abilities to meet the needs of Government and deliver professional services to the Cayman Islands.

H.E. Governor's Office

- Maintain a balance in the constitutional relationship which reflects the rights and responsibilities of both the UK and the Cayman Islands as outlined in the 2012 Overseas Territories White Paper.
- Work closely with other government agencies to fulfil the UK government's collective responsibility for the Cayman Islands.
- Work closely with the Cayman Islands Government to minimize the vulnerability of the Cayman Islands to climate change, economic changes, international crime, natural disasters and other developments which may arise.
- Manage the effect of new international obligations on the Cayman Islands.
- Manage and maintain a consistent balance at Government House whilst simultaneously ensuring that private relationships are safeguarded and all social engagements/receptions are aligned with protocol and community ethos.
- Prioritize, co-ordinate, and facilitate operational requirements in unison with work-related professional and social engagements in order to maintain and enhance the efficacy of the Governor's Office and Government House.

The Cayman Islands National Archive

- Strengthen information management practices across the Civil Service.
- Provide ongoing support and training for public sector agencies on records and information management.
- Promote, provide and make accessible archival and historical collections, in addition to expanding the oral history and outreach programmes.

Elections Office

- To provide ongoing support for the implementation and execution of the electoral requirements of the Cayman Islands Constitutional Order 2009 and the Elections Act.
- To conduct Elections and Referendums as called for by Act.
- To maintain a state of readiness to conduct a by-election or referendum as may be required by Act.

Commissions Secretariat

- Support the functions and independence of the Anti-Corruption Commission and the strength of its investigatory arm.
- Support the functions and independence of the Commission for Standards in Public Life and strengthen its investigatory arm.
- Support the functions and independence of the Human Rights Commission and strengthen its investigatory arm.
- Support the functions and independence of the Civil Service Appeals Commission.
- Support the functions and independence of the Constitutional Commission.
- Support the functions and independence of the Judicial and Legal Services Commission.
- Support the Judicial and Legal Services in performing recruitment functions for Her Excellency the Governor for those posts as prescribed by Act.
- Develop and facilitate training related to the Commissions' mandates for Board Members and members of the public.
- Promote each of the Commissions through public relations and educational opportunities.
- Facilitate and maintain the Register of Interests and the declaration process.

Deputy Governor's Office

- To continue to provide targeted, effective policy advice and strategic support to the Deputy Governor, to help him achieve his goals and objectives for the effective functioning of the Civil Service and support to the Governor, including coordination and delivery of his priority projects and project-related training for civil servants;
- To continue to provide effective office administrative support services: to provide effective personal support the Deputy Governor; to ensure the effective operations of the Office of the Deputy Governor; and to provide comprehensive Secretariat Services to support the various Boards/Committees overseen by the Office;
- New for 2024:
    - To provide strategic support to establish and operationalise a new National Intelligence Directorate.
    - To support the first full year of operations of a newly-established Enterprise Risk-Management Unit for the Core Government, with advisory services to SAGCs.
- To continue to strive to deliver efficient, effective, customer-focused Citizenship-related services to the public, building on the success of the highly-rated BOTC service.

Office of Educational Standards (OES)

- To improve education to promote lifelong learning and greater economic mobility, and to build a stronger integrated education foundation by:
    - Launch a risk-based inspection programme to allow for the focus on those institutions needing greater support

    - Reset the inspection cycle to match the budget cycle (2 years)
    - Roll out the new Early Childhood inspection framework 2024
    - Embark upon the third cycle of inspections 2023
    - Review and consult for the next iteration of the full inspection framework for 2026
    - Continue to explore digital inspection processes to provide qualitative and more detailed information on specific areas of school performance
- To provide support for lifelong learning by:
    - Continuing to develop a local inspector programme that supports self-evaluation and drives internal progress
    - Undertaking six-monthly follow-through inspections of schools and EY centres whose overall performance has been judged as 'weak'.
    - Investigating and developing specific additional inspection policies, procedures and tools (data capture, survey and framework) to support the inspection of home-schools, colleges and universities.
- To implement the governance model to enhance accountability in education by investigating a weighted approach to education inspections with a view to provide an increased focus for greater leadership and governance accountability.
- To increase social justice in the workforce and to enhance job opportunities for Caymanians through a data driven and robust compliance approach by:
- Training and facilitating knowledge transfer and work experience for a team of Cayman Associate Inspectors.
- Investigating how the OES can support TVET, apprenticeships and more work-based learning.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Portfolio of the Civil Service for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	**2025 1 Jan to 31 Dec 2025 $000's**	**2023 12-Month Forecast $000's**
REVENUE FROM CABINET	18,395	19,898	16,361
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	3,404	3,416	3,796
OPERATING EXPENSES	20,559	22,240	18,636
OPERATING SURPLUS/DEFICIT	**1,240**	**1,074**	**1,521**
NET WORTH	**4,189**	**4,712**	**2,619**
CASH FLOWS FROM OPERATING ACTIVITIES	1,493	1,407	1,702
CASH FLOWS FROM INVESTING ACTIVITIES	(1,580)	(523)	-
CASH FLOWS FROM FINANCING ACTIVITIES	(2,283)	523	-
CHANGE IN CASH BALANCES	(2,370)	1,407	1,702

FINANCIAL PERFORMANCE RATIO	**2024 1 Jan to 31 Dec 2024 %**	**2025 1 Jan to 31 Dec 2025 %**	**2023 12-Month Forecast %**
CURRENT ASSETS : CURRENT LIABILITIES	130%	130%	115%
TOTAL ASSETS : TOTAL LIABILITIES	194%	185%	137%

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	-	-	-
STAFF TURNOVER (%)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	4,458	10,244	9,700
ASSET REPLACEMENTS : TOTAL ASSETS	1,003	208	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	860	1,644	1,553
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	219	299	147
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
SCHR: JEM – JOB EVALUATION SOFTWARE	80	80	-
ELECTIONS OFFICE: ELECTIONS EQUIPMENT	30	-	15
SCHR: PHASE 3 IMPLEMENTATION FOR MY-VISTA HRMS	487	235	451
P and CSO: IT EQUIPMENT	10	-	-
CNA: REPLACEMENT OF A/C UNITS FOR STRONG ROOMS and OFFICE	-	80	55.6
CNA: PURCHASE OF GENERATORS FOR CONTINUITY OF OPERATIONS	175	-	20
COS: NEW EQUIPMENT AND FIT OUTS	-	-	28
CSC: INFORMATION SYSTEM AND TRAINING ROOM UPGRADES	40	60	-
DGO: IT EQUIPMENT	-	-	11.4
DGO – PROJECT TO ESTABLISH NEW NATIONAL SECURITY DIRECTORATE WITH RESPOSIBILITY FOR SECURITY VETTING, NATIONAL CENTRAL INTELLIGENCE AND CYBER SECURITY	400	-	-
IAS: PURCHASE OF SERVER FOR DATA ANALYTICS	30	-	-
IAS: IT EQUIPMENT	8	8	7.71
OCCUPATIONAL HEALTH ADJUSTMENTS FOR OES/IAS	-	-	38
IAS/OES/MSU: FIT OUT COSTS FOR NEW OFFICE	150	-	-
GOV: PURCHASE OF NEW VEHICLE	-	-	52
GOV: PURCHASE OF FURNITURE	10	0	0
POCS ADMIN: GENERAL COMPUTER REPLACEMENT	60	60	64
POCS ADMIN: FITOUT FOR CORE POCS	100	-	75
TOTAL	**1,580**	**523**	**817**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Core PoCS Staff shortages or loss (temporary or permanent) as a result of pandemics and/or epidemics.	No change	Pandemic response plan outlining the various threat levels and corresponding responses, including provisions (as outlined in various personnel circulars) for working from home (i.e. Citrix access) to ensure staff safety and ability to comply with shelter in place orders.	Unquantifiable
Staff shortages or loss (temporary or permanent) and/or structural damage as a result of man-made or natural disasters.	No change	Continuity of Operations Plan outlining various threat levels and corresponding responses, including provisions for accessing back-up facilities and backed-up data; PoCS' assets are insured and CIG participates in the Caribbean Catastrophe Risk Insurance Facility for access to additional capital in a catastrophic event.	Unquantifiable
Breach of data security (i.e. leaked/hacked personal/sensitive information)	No change	CIG-wide intrusion detection systems and firewalls with the purpose of detecting internal and external vulnerabilities. Said systems are deployed and managed by CIG's Computer Services Department and the Cyber Security Team in the Ministry of IISD.	Unquantifiable
Lack of or insufficient qualified staff to deliver strategic objectives	No change	Robust recruitment process, including hiring standards, shortlisting, interviewing, written assessments, psychometric testing, second interviews, etc.	Unquantifiable
Loss of key staff	No change	Succession planning; Documented business processes for key functions; Identification of a 'second in command' for each vital post.	Unquantifiable
Inability to attract and retain appropriate talent	No change	Attractive compensation packages, including non-contributory pension plans (i.e. employee makes no contribution; CIG contributes 12%), non-contributory health insurance (100% of premiums paid by CIG) and relatively competitive salaries.	Unquantifiable

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Inadequate service resilience	No change	Pandemic response plan; Continuity of Operations Plan.	Unquantifiable
Loss of access to corporate systems	No change	System back-ups; Redundant servers and off-site back-ups	Unquantifiable
Failure to maintain confidence in the Civil Service	No change	5 Year Strategic Plan for the Civil Service; Continual Feedback Mechanisms - Employee engagement and customer satisfaction; Governance Framework – Oversight Bodies (Ombudsman, Constitutional Commissions, Auditor General, Public Accounts Committee, etc.)	Unquantifiable
Internal Audit Service Failure to maintain compliance with the IPPF / IIA Standards in delivering audit conclusions as a trusted business advisor.	Generally conforms rating currently in place.	Ongoing performance monitoring and review of audit work. Provision of relevant training and ensuring continuing professional development. Implementation of a QAIP program to ensure continued delivery of IAS services of the highest quality in conformance with the IIA Standards.	Unquantifiable
Poor Quality service delivered	New Risk	Ensuring the service remains fit for purpose whilst working through changes in structure and working practices for IAS.	Unquantifiable
Health and safety risks associated with office accommodations resulting in illness and staff absences.	Increasing risk due to the existence of ongoing issues not being adequately resolved.	Explore options for relocation to a suitable office environment free of health and safety risks.	$100K
External factors such as natural disasters or global pandemics.	No change	Ensure BCP is current and fit for purpose which is elevated due to existing health and safety risks noted above.	Unquantifiable

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Management Support Unit Loss of key team members which adversely affect the Unit's ability to deliver projects as scheduled	No change	Review the environment and discuss with CO POCS Cross training of MSU team members	Unquantifiable
Disruption to CIG business as usual caused by a natural event	No change	Pandemic response plan / CoOP outlining the various threat levels and corresponding responses.	Unquantifiable
Loss of appetite for the change agenda by CIG employees and or Government	No change	Continuous upward flow of information through CO's to Ministers and inwards flow of information to ensure that the project continues to meet Government's needs.	Unquantifiable
Civil Service College Insufficient staffing resources to meet growing demand due to staff turnover or lack of budget funding	Demand for programmes continues to grow and there is a limited number of accredited staff globally.	Caymanian career track launched in Fall 2021 to attract and develop local talent. Prioritisation of waiting lists to ensure those with the greatest need are given priority.	Commercial costs of delivery are typically 3-4 times more expensive and less optimal. Some departments are funding commercial training potentially at greater expense as a result of having to wait for availability.
COVID related issues – border restrictions, lack of mobility, enforced lockdowns	Recruitment of trainers internationally is more challenging resulting in additional advertising costs. Quality of training delivery can be negatively impacted when delivering in a remote only format when student preference is for blended learning.	Caymanian career track launched Sept 21. Moving from paper advertising to more on-line advertising. Remote only training limited to times when it is the only viable option.	

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
H.E. Governor's Office Loss of key personnel/competencies within a small team	Ongoing risk to be managed continuously	Consider implementing succession planning Ongoing assessment of staff satisfaction	Unquantifiable
Equipment loss at Government House, i.e., freezers, refrigerator)		Ongoing maintenance/monitoring of appliances Consider replacement prior to deterioration Consider incorporating uninterrupted connectivity (evaluate benefit v. cost)	Unquantifiable
Ability/difficulty in sourcing ad hoc personnel for Government House events	Ongoing risk to be managed continuously	Complement current staff roster Consider enhancing remuneration for irregular working hours	Unquantifiable
Risk of natural disaster impacting Government House	Ongoing risk to be managed continuously	Source accommodation (rental of alternative residence to achieve business continuity and work/life balance)	Ongoing risk to be managed continuously (based upon availability)
The Cayman Islands National Archive Risk to Government's Information Assets.	Unchanged	Re-staffing the Records Policy Unit with key staff to deal with records and information management issues across government.	Unquantifiable
Staff shortages or loss (temporary or permanent) as a result of pandemics and/or epidemics.	Unchanged	Pandemic response plan outlining the various threat levels and corresponding responses, including provisions for working from home (i.e. Citrix access) to ensure staff safety and ability to comply with shelter in place orders.	Unquantifiable
Security of confidential documents	Unchanged	All CINA's information assets are stored on Government's network and subscribe to Computer Services information security protocols.	Unquantifiable
Lack of space for staff and archival storage may limit access to acquiring items for the historical collections	Unchanged	A new purpose-built Archive and Records Facility is required in order to provide for current and future staff, and to ensure that the documented history of the Cayman Islands can be acquired and preserved.	Unquantifiable
Extensive damage or loss to irreplaceable items	Increased risk due to urgent need for new fire suppressant system and a/c unit replacement	Current Fire Suppressant Systems need to be updated with new systems; quotes have been obtained. New a/c unit needed for Strongroom 3. Maintenance and periodic testing is done by professionals, and staff are trained in relocating CINA assets for protection in the event of a flood or natural disaster. There are Hurricane shutters on all external windows.	Unquantifiable

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Elections Office Loss of Elections Office Headquarters – Office affected by flood, fire, vandalism, etc.	Existing	Keep off site data backups and copies of key records	Refit a new office at replacement cost $750,000.
Loss of polling stations – Insufficient polling stations	Existing	• Recommend Act change to allow change of polling venue after the writ is issued. • Maintain a list of alternate polling location • Maintain plans to establish temporary polling stations.	Unquantifiable
Loss of IT capability – unable to administer the election to the required	Existing	• Perform daily back-ups and download documentation for secure storage off-site. • Ensure hard copies of data are available – Complete • Maintain copy of software code with developers. Complete	Unquantifiable
Insufficient staff – loss of trained staff	Existing	• Maintain policy and procedure documents for key posts, to allow for retraining of staff. – Complete. • Ensure sufficient staff have been identified and allocated to all electoral processes • Train additional staff as a contingency	Unquantifiable
Short time lines to execute a snap or by-election	Existing	• Provide regular off-season training to be scheduled for all staff to ensure they are provided with the necessary information to be able to undertake their duties. • Maintain an appropriate state of readiness off season.	Unquantifiable
Commissions Secretariat Lack of public awareness and insight into roles of Commissions supported by the Commissions Secretariat	No change	Continued promotion of educational material and other public relations tools.	Unquantifiable
Increased workload with insufficient support staff	Increased	Request for additional staff and possible changes to organisational structure along with succession planning	Unquantifiable
Complex and protracted investigations which require additional professional services available only outside of CIG	Increased	Request for additional staff and possible changes to organisational structure.	Unquantifiable
Data security concerns impacting remote working options during the pandemic	New	Where not possible to work in office safely or to work remotely, redeploy staff according to their strengths and government needs.	Unquantifiable

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Deputy Governor's Office Loss of key staff	Unchanged	• cross-training • secondments • succession planning • organizational restructuring, with additional resources • development of administrative manuals	Unquantifiable
Inability to attract and retain appropriate talent, including key resources required for the establishment and operation of a new National Security Directorate, as well as a newly-established Enterprise Risk-Management Unit	Updated to include new specialist ODG units	• Targeted recruitment • Consideration of secondment options, where appropriate, and selection, training and developing of talent internal to the Civil Service, wherever possible • Effective on boarding programmes for new staff • Prepare detailed funding proposals	Unquantifiable
Inability to source suitable persons to serve on Boards and Committees	Unchanged	• Advertise Board and Committee vacancies. • Effective PR to highlight the work of the various Boards and Committees	Unquantifiable
Inability and/or delays in delivering strategic objectives and key projects due to lack of critical resources, i.e. Risk Officer, Business Analyst, HR and Admin Support and additional dedicated office space.	New: Need for additional resources based on increased demand for services, including resources needed for major cross-ministry projects, and operationalisation of new Units (National Security Directorate, Enterprise Risk Mgt Unit), which have the potential to more than double current ODG staffing numbers and budget.	• Ensure resources needed to deliver new core business functions and key projects are clearly defined, justified and provided, prior to their approval. • Continue to invest in the development of ODG staff to take on additional/new responsibilities, wherever possible	Unquantifiable
Disruptions to delivery of services due to disaster, loss of access to corporate systems or other.	Unchanged	• Ensure contingency plans are built into the Continuity of Operations Plan. • Allow option for staff to work from home. • Ensure staff have sufficient equipment to be able to continue working from home.	Unquantifiable

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Office of Educational Standards (OES) Inability to deliver services as a result of a pandemic	No change	• Move to remote inspection system • Calendar flexibility • School applications on laptops	Unquantifiable
Inability to deliver services or meet timelines due to unexpected PCR/LF failures		• CAI/staff additions • OES staff redundancy from schedule but only for a single case each week	Unquantifiable
Inability to meet output obligations due to a budget shortfall	Pressure to reduce budgets Change in the EYFS curriculum	• Risk-based inspection system	Unquantifiable
Health and safety risks associated with office accommodations resulting in illness and staff absences.	Increasing risk due to the existence of ongoing issues not being adequately resolved	Continue negotiations with property managers. Continue engaging DEH for environmental quality assessments. Explore options for relocation to a suitable office environment free of health and safety risks.	250K
Inability to attract and retain appropriate talent	No change	Lower entry standards and build local capacity through internal training. Continue to utilise international inspectors and the OES team.	Unquantifiable
Commissions Secretariat Lack of public awareness and insight into roles of Commissions supported by the Commissions Secretariat	No change	Continued promotion of educational material and other public relations tools.	Unquantifiable
Increased workload with insufficient technical and support staff	Increased	• Request for additional staff and possible changes to organisational structure • Improve performance accountability and productivity to manage the additional workload • Provide training and support to existing employees to more efficiently undertake the work	Unquantifiable
Loss of key staff	Unchanged	• cross-training • succession planning • organisational restructuring, with additional resources • development of policies and procedures manuals	Unquantifiable
Inability to meet output obligations due to a budget shortfall	Increased	Request for additional staff and possible changes to organisational structure.	Unquantifiable

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
EQUITY INVESTMENT FROM CABINET IN TO THE PORTFOLIO OF THE CIVIL SERVICE	1,570	523	816
TOTAL	**1,570**	**523**	**816**

PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

PCS 1	Policy Advice and Support on Civil Service Matters

DESCRIPTION

Policy advice to the Head of the Civil Service and Her Excellency the Governor, and implementation of resulting decisions, relating to Civil Service matters including:

- Advice on service-wide human resource policies and practices for the Civil Service
- Advice to the Head of the Civil Service on the application of his reserved powers
- Strategic and Operational HR support to the Governor and Deputy Governor in relation to employment arrangements for Official Members and Chief Officers
- Advice and operational support to the Official Member for the Portfolio of the Civil Service on Answering Parliamentary Questions, Presentation of Bills and Tabling of Reports, and Official Statements in Parliament
- Personnel and Administrative Circulars
- Developing succession plans for Chief Officers' positions
- Delivery of project management services linked to key activities underpinning the 5-Year Strategic Plan and PoCS Annual Work Plan
- Supporting the Deputy Governor to implement and manage wellness initiatives that improve the well-being of our employees
- Delivery of the Deputy Governor's Employee Recognition Programmes and other engagement activities
- Provision of Financial Advice and Management of the Portfolio-wide finances and book of accounts
- Provision of FOI and Data Protection Guidance across the Portfolio

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of new HR policies agreed and implemented CIG-wide	6-12	6-12	6-12
• Number of Employee Recognition Programmes	1-2	1-2	1-2
• Number of financial reports prepared	20-28	20-28	20-28
• Steering Committee Meetings	10-12	10-12	10-12
• Strategic Initiatives supported by PMO	20-24	20-24	20-24
• Number of updates to Risk Register	44-52	44-52	24-32
QUALITY			
• Policy advice reviewed by Chief Officer prior to submission	95-100%	95-100%	95-100%
• CIG wide HR Policies agreed and approved for implementation by the Head of the Civil Service	95-100%	95-100%	95-100%
• Formal project management methodology adopted for major projects	95-100%	95-100%	95-100%
• Employee Recognition Awards approved by the Head of the Civil Service	95-100%	95-100%	95-100%
• Financial Reporting complies with Public Management and Finance Act and other requests from the Ministry of Finance	95-100%	95-100%	95-100%

TIMELINESS			
• All advice submitted in accordance with schedules as agreed by the Head of the Civil Service	95-100%	95-100%	95-100%
• All CIG-wide HR policies implemented within agreed schedules	95-100%	95-100%	95-100%
• HR system upgrades delivered within timelines agreed by Project Sponsor	95-100%	95-100%	95-100%
• Awards ceremony will take place in accordance with Deputy Governor's instructions	95-100%	95-100%	95-100%
• Financial Reporting delivered in accordance with deadlines set in the PMFA and other timelines from the Ministry of Finance	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$2,625,864**	**$2,564,317**	**$2,680,648**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

IAS 1	Internal Audit: Assurance and Advisory

DESCRIPTION

- Provision of Internal Auditing assurance services to the Deputy Governor for entire public service and through the Audit and Risk Assurance Committee for the Civil Service.
- Provision of advice and assistance on governance, risk and control matters to the entire public sector.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Approved annual audit plan	1	1	1
• % of Audit reports issued from the annual audit plan	85-100%	85-100%	85-100%
• Hours of advisory and assistance services	800-900hrs	800-900hrs	800-900hrs
• Number of investigations	0-5	0-5	0-5
• Annual Opinion report on governance, risk and control	1	1	1
QUALITY			
• Audit processes conducted in accordance with International Standards for the Professional Practice of Internal Auditing.	100%	100%	100%
TIMELINESS			
• Audit assignments completed within budgeted time-frames	90-100%	90-100%	90-100%
• Audit plan completed by December for the following year	85%	85%	85%
• Annual opinion report completed by end of January for the preceding year	100%	100%	100%
LOCATION			
• Across the Cayman Islands	100%	100%	100%
COST	**$1,507,964**	**$1,561,613**	**$1,236,703**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

Note: The total costing of supplying the output for 2024 is $1,655,178. However, entity revenue of $147,214 from other third parties reduce the cost to Cabinet to $1,507,964.

The total costing of supplying the output for 2025 is $1,708,290. However, entity revenue of $146,677 from other third parties reduce the cost to Cabinet to $1,561,613.

IAS 2	Auditing Compliance with the Public Service Management Act / Public Management and Finance Act

DESCRIPTION

To provide a service to the Portfolio of the Civil Service to help fulfill its obligations under Section 24 of the Public Service Management ACT (PSMA), undertaking periodic audits of personnel systems in Civil Service entities to establish the extent of compliance with this Act and the personnel regulations.

To provide a service to the Ministry of Finance to help fulfil obligations under Section 56A of the Public Management Finance Law (PMFL), undertaking periodic audits of financial compliance systems in civil service entities to establish the extent of compliance with this law and sound financial controls.

`MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• General PSMA compliance-based monitoring reports	4	4	12
• PMFA – Financial compliance reviews	6	6	-
• Specific PSMA compliance-based reviews and / or investigations	1-3	1-3	1-3
QUALITY			
• Compliance assignments conducted in accordance with annual service level agreement and established methodology and policies	100%	100%	100%
TIMELINESS			
• Report prepared within established timelines.	90-100%	90-100%	90-100%
LOCATION			
• Across the Cayman Islands	100%	100%	100%
COST	**$232,107**	**$246,964**	**$230,117**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

Note: The total costing of supplying the output for 2024 is $254,766. However, entity revenue of $22,659 from other third parties reduces the cost to Cabinet to $232,107.

The total costing of supplying the output for 2025 is $270,160. However, entity revenue of $23,196 from other third parties reduces the cost to Cabinet to $246,964.

PCS 5	Management of Public Sector Reform

DESCRIPTION

Facilitation of Civil Service-wide reform initiatives and includes leading, monitoring and supporting the effective implementation of the Civil Service 5-Year Strategic Plan in the Leadership, Customer Service and Governance Goal areas.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of Whole-of-Government change management projects supported	10-12	10-12	10
• Coaching sessions facilitated by Management Support Unit	10	10	N/A
• Professional Networks to build capabilities among professional groups	12	12	
• Process redesign for government agencies	6	6	N/A
• Organization Reviews	6	6	N/A
QUALITY			
• Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned	100%	100%	100%
• Monitoring and support provided by qualified personnel	100%	100%	100%
TIMELINESS			
• Advice provided within timeframes agreed with the Programme Sponsor	100%	100%	100%
• Projects delivered within timeframes agreed with Project Sponsor.	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$763,322**	**$756,484**	**$630,702**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

PCS 7	Management Advice and Support

DESCRIPTION

Provide advice and capability support to civil service entities in relation to public sector management issues, including strategic management, financial management, production management, management systems and Human Resource management.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Events providing advice and support to DG, Ministry, Portfolios and department on advancing the goal areas of the 5-year strategic plan	24	24	N/A
• Strategic planning workshops	12	12	N/A
• Culture Workshops	12	12	N/A
• Number of Department-specific interventions	5-6	5-6	5-6
QUALITY			
• Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned.	100%	100%	100%
TIMELINESS			
• Advice provided in accordance with a schedule agreed with the relevant client.	90-100%	90-100%	90-100%
LOCATION			
• Grand Cayman and Cayman Brac	100%	100%	100%
COST	**$388,523**	**$389,072**	**$342,711**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

PCS 2	Strategic Human Resources Services

DESCRIPTION

The provision of strategic Human Resource (HR) Services to the Head of the Civil Service, including:

- Implementation of HR reforms
- Acting as the lead entity for the HR profession, facilitating and developing effective HR Practices
- Developing PoCS as a centre of expertise for an expanded suite of HR disciplines including; Strategic Workforce Planning, Talent Acquisition and Management and Employee Relations.
- Development and dissemination of Personnel Circulars
- Providing professional advice on the potential HR impacts and implications of Government proposals and initiatives and other developments within the Civil Service
- Development and delivery of Civil Service wide programs (e.g. emerging talent, second chances)
- Delivery of the Annual Employee Engagement survey for the Civil Service
- Implementation of Reward recommendations and management of corporate compensation and benefits and (e.g., Market Factors, Performance Incentives, Working Conditions)

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of surveys prepared and/or implemented	1-2	1-2	1-2
• Number of HR meetings/forums held	10-20	10-20	10-20
• Number of advisories on HR best practice documents issued	1-5	1-5	1-5
• Civil Service-wide programmes implemented/HR processes re-engineered and improvements rolled out	1-2	1-2	1-2
QUALITY			
• Surveys conducted by qualified personnel	95-100%	95-100%	95-100%
• Circulars to be approved by Chief Officer prior to circulation	95-100%	95-100%	95-100%
TIMELINESS			
• Survey to be completed upon agreed deadlines	95-100%	95-100%	95-100%
• Quarterly HR Meetings / Forums	95-100%	95-100%	95-100%
• Circulars on or before deadlines required	95-100%	95-100%	95-100%
• Programs developed/HR functions re-engineered by end of 2024 and 2025	95-100%	95-100%	95-100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$838,439**	**$862,701**	**$625,781**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

PCS 12	HR Management Systems, Data and Analytics

DESCRIPTION

- Monitoring trends and developments in HR matters across the service as a whole, including reports on service-wide trends and data
- Management and development of the HR IT system as a tool to support the strategic decision-making capability of Government, including provision of user support and training
- Provision of standard reports and management information relating to individual current and ex-employees that are held by the Portfolio of the Civil Service for payroll, benefits, pension and other business needs
- Management of employee records including;
    - Ensuring system specification for electronic HR records meet data protection and records management requirements
    - Managing, maintaining and providing access to physical HR files, for those records that the Portfolio of the Civil Service is the data controller
    - Providing access to data held in legacy systems
    - Data input services on behalf of entities without access/capacity

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of reports	50-75	50-75	50-75
• Number of HR-IT system projects to be completed	25-30	25-30	25-30
• Number of agencies records maintained	90-100	90-100	90-100
QUALITY			
• Reports and papers to be subject to review and sign off by the Chief Officer and subsequent approval by Head of the Civil Service prior to distribution.	95-100%	95-100%	95-100%
• Standard reports to be delivered in required format.	95-100%	95-100%	95-100%
• HR-IT projects to be undertaken in consultation with relevant stake-holders	95-100%	95-100%	95-100%
• Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirements	95-100%	95-100%	95-100%
• Access to files provided in accordance with specifications agreed with client or as required by Act to personnel information	95-100%	95-100%	95-100%
• Information entered onto HR systems reflects source information.	95-100%	95-100%	95-100%
• Requests for access to employee file by authorized persons to be met in accordance with FOI requirements	95-100%	95-100%	95-100%
TIMELINESS			
• Information provision to be delivered in timeline agreed with requesting officer.	95-100%	95-100%	95-100%
• Payroll information to be entered in line with TSY deadlines.	95-100%	95-100%	95-100%
• Annual service-wide personnel statistical reports: report: by 30 June	100%	100%	100%
• HR-IT Development projects completed by agreed schedule.	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$960,750**	**$980,802**	**$522,758**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

PCS 15	Civil Service College

DESCRIPTION

The Civil Service College will help provide professional development opportunities for lifelong learning by:

- Giving access to educational opportunities that provide qualifications ranging from skills for life through to post graduate certification aimed at supporting their advancement and progression.
- Developing world-class Civil Service leaders and managers to recognized international standards and support opportunities for continuous professional development.
- Providing core competency development opportunities that allow every civil servant to continually upgrade their skills and abilities to meet the needs of Government and deliver professional services to the Cayman Islands.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of accredited courses delivered	125-175	125-175	125-175
• Number of professional groupings supported	5-9	5-9	5-9
• Number of frameworks	2-3	2-3	2-3
• Special courses	90-100	90-100	90-100
QUALITY			
• Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate	90-100%	90-100%	90-100%
• Framework to be approved by Chief Officer prior to distribution	100%	100%	100%
• Delivered by qualified staff based on Director of CSC approval	100%	100%	100%
TIMELINESS			
• Accredited courses delivered in line with agreed schedule	90-100%	90-100%	90-100%
• Special courses as approved by Director of CSC	90-100%	90-100%	90-100%
• Professional grouping strategies and programmes delivered	90-100%	90-100%	90-100%
LOCATION			
• Grand Cayman and Cayman Brac (Little Cayman via online access)	90-100%	90-100%	90-100%
COST	**$1,403,464**	**$1,559,869**	**$1,138,866**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

PCS 19	HR Corporate Services

DESCRIPTION

- Provision of Human Resources Services to Civil Service Agencies including:
  - o Evaluation of job descriptions written in compliance with HAY Standards
  - o Provision of recruitment, selection and orientation services
  - o Provision of Human Resources (HR) oral and written advice and guidance
- Provision of job evaluation services for SAGCs
- HR advice and support to clients regarding; employee discipline, dismissal retirement or other terminations. Employee relations and retention, support on grievance and appeals and other consultancy services.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of Job Descriptions evaluated	300-350	300-350	300-350
• Number of recruitment processes managed	25-40	25-40	25-40
• Number of Presentations	10-15	10-15	1-3
QUALITY			
• Job evaluation process conducted in compliance with HAY standards	100%	100%	100%
• Advice and guidance to be based on best HR practice and compliant with the Public Service Management Act and the Personnel Regulations	95-100%	95-100%	95-100%
TIMELINESS			
• Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards	95-100%	95-100%	95-100%
• Work output and turnaround times to be as specified in our publications or as agreed with clients	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$1,077,600**	**$1,099,497**	**$1,120,812**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

GOV 1	Management and Maintenance of Government House

DESCRIPTION

Management of Government House including:

- Coordination of food preparation for Her Excellency and guests
- Maintenance of Government House and grounds

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Numbers of guests served and catered to	2,500-3,000	2,500-3,000	2,500-3,000
• Days of upkeep of house and grounds	365	365	365
QUALITY			
• Meals served in line with internal rules	99-100%	99-100%	99-100%
TIMELINESS			
• Meals provided within specified periods	99-100%	99-100%	99-100%
• Maintenance of house and grounds – issues resolved within 1 to 3 weeks	100%	100%	100%
LOCATION			
• Government House, Grand Cayman	100%	100%	100%
COST	**$614,999**	**$632,797**	**$610,673**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

GOV 2	Coordination of Engagement Programme and Support for Governor

DESCRIPTION

Coordination of engagement programmes involving:

- Coordination and supporting of functions at Government House
- Coordinating and supporting the Governor's attendance at local/overseas events
- Travel to local/overseas events

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of invitations prepared and issued	6,000-8,500	6,000-8,500	5,500-8,000
• Local/overseas events attended	150-250	150-250	150-250
• Travel itineraries/plans	7-10	7-10	7-10
QUALITY			
• Refer to checklist and verified by the Executive Manager ensuring all details are correct and accurate for an event Her Excellency is attending	99-100%	99-100%	99-100%
• Ensure menu, set up and presentation are satisfactory to checklist	99-100%	99-100%	99-100%
TIMELINESS			
• Invitations to be distributed 3 weeks prior to function date	99-100%	99-100%	99-100%
• Checklist completed one week prior to event	99-100%	99-100%	99-100%
• Travel checklist completed one week prior to events or within one day of last-minute itinerary changes	99-100%	99-100%	99-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$191,842**	**$185,117**	**$243,703**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

CNA 25	Records and Information Management

DESCRIPTION

- Development of standards, policies and guidance to ensure that best records and information management practices are in compliance with the National Archive and Public Records Act (2015 Revision).
- Provision of records and information management training through support sessions to ensure that government agencies have the proper recordkeeping infrastructure in place.
- Retrieval of semi-active records from the Government Records Centre, including a 'Help-Desk' service and Records Management Systems training.
- Representation on Records Advisory Committee as prescribed by the National Archive and Public Records Act (2015 Revision).

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of government file requests processed.	650-680	650-680	600-610
• Number of guidance papers produced.	3-4	3-4	3-4
• Number of support sessions conducted.	15-18	15-18	15-18
• Number of disposal schedules completed.	8-10	8-10	8-10
• Number of meetings attended for Records Advisory Committee.	4-5	4-5	4-5
QUALITY			
• All records management tasks carried out in accordance with National Archive and Public Records Act (2015 Revision).	100%	100%	100%
• Guidance papers and disposal schedules reviewed by Director.	100%	100%	100%
• Support sessions conducted by qualified records management staff.	100%	100%	100%
• Meetings attended by qualified Archivist.	100%	100%	100%
TIMELINESS			
• File requests processed, Monday – Friday, 8:30 a.m. – 5:00 p.m.	100%	100%	100%
• Guidance papers produced by December 2024.	100%	100%	100%
• Support sessions conducted as agreed with client.	100%	100%	100%
• Disposal schedules produced as scheduled or agreed with client.	100%	100%	100%
• Representation on Record Advisory Committee as agreed with meeting schedule.	100%	100%	100%
LOCATION			
• Cayman Islands National Archive, #37 Archive Lane, George Town, Grand Cayman and Cayman Brac.	100%	100%	100%
COST	**$650,005**	**$726,248**	**$817,784**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

Note: The total costing of supplying this output for 2024 is $655,005. However, entity revenue of $5,000 from other third parties reduces the cost to Cabinet to $650,005.

The total costing of supplying this output for 2025 is $731,248. However, entity revenue of $5,000 from other third parties reduces the cost to Cabinet to $726,248.

CNA 28	Archives and Preservation Management

DESCRIPTION

- Provide access to information and Historical Collections to members of the public.
- Microfilming and digitisation of archives and vital records.
- Acquisition of items for inclusion into the Historical Collections to ensure long-term preservation and accessibility to information.
- Provide reproduction services of materials from the Historical Collections.
- Promote greater historical awareness and widen access to information through outreach programmes

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of research inquiries answered.	320-330	320-330	320-330
• Number of oral history interviews conducted.	6-8	6-8	6-8
• Number of master images produced.	10,000-12,000	10,000-12,000	12,000-15,000
• Number of photographic prints/scans produced.	80-90	80-90	80-90
• Number of presentations delivered.	3-4	3-4	1-2
• Number of meetings attended.	2-3	2-3	1-2
QUALITY			
• Research advice provided by qualified archive staff.	100%	100%	100%
• Oral history interviews conducted in accordance with CINA's Oral History Collection procedures.	100%	100%	100%
• Master images produced in compliance with CINA's microfilming and scanning protocols.	100%	100%	100%
• Photographic prints and scans produced in accordance with CINA's operational procedures.	100%	100%	100%
• Outreach conducted and meetings attended by qualified archive staff.	100%	100%	100%
TIMELINESS			
• Research advice produced within 5 working days or as agreed with client.	100%	100%	100%
• Access to Historical Collections through CINA's Reading Room, Monday to Friday, 9:00 a.m. – 4:30 p.m.	100%	100%	100%
• Oral History interviews conducted as agreed with client.	100%	100%	100%
• Master images and photographic prints produced Monday – Friday, 8:30 a.m. – 5:00 p.m., or as agreed with client and dependent on complexity of order.	100%	100%	100%
• Presentations delivered as scheduled or agreed with client.	100%	100%	100%
• Representation on meetings as agreed with meetings scheduled.	100%	100%	100%
LOCATION			
• Cayman Islands National Archive, #37 Archive Lane, George Town, Grand Cayman and Cayman Brac.	100%	100%	100%
COST	**$766,268**	**$780,173**	**$750,988**

RELATED BROAD OUTCOME:

- Protect and Promote Caymanian Culture, Heritage and Identity

ELO 1	Maintenance of the Electoral Register

DESCRIPTION

- Maintenance of the electoral register including addition of eligible voters and deletion of deceased or ineligible voters
- Production and distribution of quarterly revised and official list of Electors
- Maintain readiness for a by-election or referendum

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY • Number of electoral registers produced and distributed (4 revised and 4 Official).	8	8	8
QUALITY • Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Act and Cayman Islands Constitutional Order (2009).	100%	100%	100%
TIMELINESS • Registers produced Quarterly in accordance with the legislative deadlines.	100%	100%	100%
LOCATION • Grand Cayman, Cayman Brac, Little Cayman, overseas.	100%	100%	100%
COST	**$504,418**	**$993,863**	**$533,312**

RELATED BROAD OUTCOME:

- Future Proofing to Increase Resilience

ELO 2	Planning and Execution of General Elections

DESCRIPTION

- Plan and execute a transparent well-run General Election in accordance with the Cayman Islands Constitutional Order and the Elections Act.
- Work to ensure voters are accurately registered and know where and when to cast votes.
- Work to ensure that candidates and parties are aware of and operate within the legislative provisions.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of General Elections held	N/A	1	N/A
• Monthly training exercises held	1	1	1
• Monthly plans executed	1	1	1
QUALITY			
• All registered voters, able to cast their vote within the prescribed time.	100%	100%	100%
• Votes accurately counted and successful candidate returned as per the legislation.	100%	100%	100%
TIMELINESS			
• Election held on the date and during the times prescribed in legislation.	100%	100%	100%
LOCATION			
• Grand Cayman, Cayman Brac, Little Cayman, overseas.	100%	100%	100%
COST	**$254,628**	**$582,263**	**$152,849**

RELATED BROAD OUTCOME:

- Future Proofing to Increase Resilience

COS 1	Support for Commissions

DESCRIPTION

Provision of administrative, research, policy, recruitment, analytical, public relations, operational and strategic support to six (6) commissions: the Anti-Corruption Commission, the Civil Service Appeals Commission, the Commission for Standards in Public Life, the Constitutional Commission, the Human Rights Commission and the Judicial and Legal Services Commission.

The Commissions Secretariat will provide the operational support required to advance the mandate of the commissions, including:

- Providing administrative support to enable the effective execution of each Commissions' functions.
- Assisting with the development and implementation of systems, policies, procedures and in defining the methodology through sound research in accordance with the constitutional and legislative mandates of each Commission.
- Addressing public complaints and civil service appeals as applicable for each Commission.
- Maintaining the Register of Interests in accordance with the Standards in Public Life Act (2021 Revision).
- Ensuring that services are provided in accordance with the Constitution and other relevant legislation such as the Public Service Management Act/Regulations.
- Supporting the JLSC in performing recruitment functions for Her Excellency the Governor for those posts listed in S.106(4) of the Cayman Islands Constitution Order (2009) (Judges of the Court of Appeal and Grand Court, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post as prescribed by Act).
- Develop, co-ordinate and implement PR strategies and educational initiatives relevant to advancing the mandate of each Commission.
- Providing advice and guidance to the public on matters related to the remit of each of the Commissions.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of meeting (including interviews and hearings) facilitated for commissions	25-30	35-42	72-96
• Annual reports prepared for commissions	2-3	4-6	2-3
• Number of PR and Education initiatives delivered	10-12	13-16	10-12
QUALITY			
• Work carried out by experienced staff.	100%	100%	100%
TIMELINESS			
• Work carried out in line with schedules agreed with each commission.	100%	100%	100%
• Minute reports prepared and circulated to commissions within 5 working days	100%	100%	100%
• Meeting packets prepared and circulated at least 7 days before meeting dates	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$955,461**	**$960,442**	**$736,722**

RELATED BROAD OUTCOME:

- Enhance Our Competitiveness While Meeting International Standards

COS 2	Investigative Services for the Anti-Corruption Commission

DESCRIPTION

Provision of investigative services by one Senior Investigator, and six Investigators into reports of alleged corruption as instructed by the Anti-Corruption Commission in accordance with the Anti-Corruption Act.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of Commissions supported	1	1	1
• Number of meetings facilitated	200-275	200-275	192-264
QUALITY			
• Work carried out by experienced staff.	100%	100%	100%
TIMELINESS			
• Work carried out to timetable in accordance with the respective investigation.	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$1,171,208**	**$1,182,756**	**$1,106,800**

RELATED BROAD OUTCOME:

- Enhance Our Competitiveness While Meeting International Standards

DGO 1	Policy Advice and Strategic and Administrative Support Provided to the Deputy Governor

DESCRIPTION

- Provision of policy advice and strategic support to the Deputy Governor.
- Provision of administrative services to the Deputy Governor and his office.
- Delivery of services to the public, including: Processing of applications and administration of pledges for British Overseas Territories Citizenship (BOTC) and Registration as a British Citizen;
- Delivery of services to support official duties of Deputy Governor: Deportation and Exclusion Orders and Cabinet Permits; Official Government Liaison regarding Cuban Migrants; Repatriation of Caymanians stranded Overseas; Coordination of official visits and ceremonial occasions.
- Provision of Secretariat Services to Boards and Committees on behalf of the Governor and Deputy Governor: Conditional Release Board; the Expungement Board; the Advisory Committee of the Prerogative of Mercy Board (ACPM); the CI Independent Monitoring Board; the Child Safeguarding Board; and the Audit and Risk Assurance Committee.
- Coordination, leadership and support of Risk Management function within the Core Government, with advice to SAGCs.
- A National Secure Vetting Unit (NSVU) delivering Security Checked and Developed Vetting (SC/DV) clearances and continuous monitoring for sensitive roles within Core Government, Uniformed Services and SAGCs.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Portfolio of ODG Strategic Projects (e.g. projects related to the development of policy advice and strategic support to the Deputy Governor)	1	1	N/A
• Number of BOTC applications processed	600-800	600-800	650
• Number of applications for Registration as a British Citizen processed	70-150	70-150	150
• Number of Pledge ceremonies coordinated	40-50	40-50	45
• Number of applications for Expungement processed	5-10	5-10	5
• Number of Boards and Committees provided with Secretariat Services	5-10	5-10	22
• Number of Deportation and Exclusion Orders and Cabinet Permits prepared	20-25	20-25	20
• Number of Security Check clearances	5-10	5-10	N/A
• Number of Developed Vetting clearances	30-40	30-40	N/A
QUALITY			
• Projects delivered in line with agreed quality standards and within budget	100%	100%	100%
• Policy advice, Risk Management, strategic support and secretariat services provided by suitably qualified and experienced personnel.	100%	100%	100%
• All services to the public and on behalf of the Governor and Deputy Governor handled in accordance with the relevant Acts.	100%	100%	100%
• All arrangements for repatriation of Cuban migrants made in accordance with the MOU between the Government of Cuba and the Cayman Islands Government.	100%	100%	100%
• Vetting activities and decisions to be quality assured by the Chief Vetting Officer prior to dissemination or notification of outcome.	100%	100%	N/A
• Security Checked and Developed Vetting undertaken in compliance with CIG approved vetting policies, procedures and standards.	100%	100%	N/A

TIMELINESS			
• Projects delivered within timelines agreed with the DG	95-100%	95-100%	95-100%
• Policy advice, Risk Management, strategic support and other services to the DG delivered in accordance with timelines agreed with the DG	95-100%	95-100%	95-100%
• Services to the public delivered within timelines set by the Office of the DG	95-100%	95-100%	95-100%
• Secretariat services delivered in line with timelines agreed with the DG and Board or Committee requirements and protocols	100%	100%	100%
• All repatriations of Cuban migrants completed within timelines set within the Memorandum of Understanding between the Government of Cuba and the Cayman Islands Government	100%	100%	100%
• Security Checked and Developed Vetting to be delivered within timelines agreed in service level agreements with appointing officers.	100%	100%	N/A
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$1,573,528**	**$1,759,165**	**$1,099,207**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

Note: The total costing of supplying this output for 2024 is $2,037,653. However, entity revenue of $464,125 from other third parties reduces the cost to Cabinet to $1,573,528.

The total costing of supplying this output for 2025 is $2,223,290. However, entity revenue of $464,125 from other third parties reduces the cost to Cabinet to $1,759,165.

DGO 2	Strategic Project Support Services

DESCRIPTION

Provision of strategic project support services by the Strategic Reforms Implementation Unit (SRIU), to include:

- Coordination and delivery of priority projects for the Deputy Governor,
- Facilitation of project-related training for civil servants, to build business case development, change management and project management skills,
- Development and dissemination of best-practice project-management methodologies, tools and templates,
- Guidance and support to project sponsors and teams.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Portfolio of SRIU Projects related to the provision of strategic project support services	1	1	N/A
• Number of project-related training courses facilitated	8-10	8-10	8
QUALITY			
• Project advice, support and delivery provided by qualified SRIU personnel.	100%	100%	100%
• Training delivered by individuals with relevant qualifications and experience and offers professional certifications, where appropriate	100%	100%	100%
TIMELINESS			
• Delivery of services within agreed timelines.	100%	100%	100%
• Training courses facilitated in line with agreed schedule.	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$809,643**	**$825,205**	**$909,167**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

ESA 4	Reports on Educational Standards and Education Related Matters

DESCRIPTION

The provision of services to inspect and report on standards in *educational institutions in the Cayman Islands through

- Annual reporting
- Updating and continuous alignment of the inspection tools to international standards
- Inspection tools familiarization training (Framework, Handbook, Judgment Analysis Record, Report, Data capture)
- Educational inspections (Full, Quality Assurance, Follow-through, Focused – thematic)
- Reporting on individual educational inspections

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of annual reports	1	1	2
• Number of new tools or updates	2	2	2
• Number of training plans	3	3	1
• Number of education inspections	25-32	25-32	30
• Number of education inspection reports	25-32	25-32	30
QUALITY			
• Implemented by appropriately qualified and experienced inspectors	100%	100%	100%
• All inspections follow the inspection handbook and utilize the current inspection framework.	100%	100%	100%
• Training provided by appropriate facilitators and rated 80% good or better on participant feedback.	100%	100%	100%
• Reports follow the required writing guide and template	100%	100%	100%
• Tools meet the international standards	80%	80%	80%
TIMELINESS			
• Inspections comply with ministerial guidance (2 years)	80%	80%	80%
• Reports completed within the agreed timeframe	80%	80%	80%
• Training sessions completed within the training plan schedule	80%	80%	80%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$1,159,680**	**$1,304,404**	**$1,137,275**

RELATED BROAD OUTCOME:

- Future Proofing to Increase Resilience

CAYMAN ISLANDS GOVERNMENT

PORTFOLIO OF THE CIVIL SERVICE

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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and

c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Gloria McField-Nixon, JP
Chief Officer

Portfolio of the Civil Service

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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PORTFOLIO OF THE CIVIL SERVICE

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Portfolio of the Civil Service.*

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 2024 and 2025.

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.

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.

PORTFOLIO OF THE CIVIL SERVICE

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
5,913,232	Cash and cash equivalents	**1**	3,542,843	4,949,514
	Marketable securities and deposits			
1,140,956	Trade receivables	**2**	1,118,137	1,118,137
957,521	Other receivables	**2**	957,521	957,521
41,458	Inventories	**3**	41,458	41,458
-	Investments	**4**	-	-
120,603	Prepayments	**5**	120,603	120,603
8,173,770	**Total Current Assets**		**5,780,562**	**7,187,233**
	Non-Current Assets			
-	Trade receivables	**2**	22,819	22,819
-	Other receivables	**2**	-	-
	Inventories	**3**		
	Investments	**4**		
	Prepayments	**5**		
131,395	Intangible Assets	**6**	1,199,490	1,481,047
1,395,099	Property, plant and equipment	**6**	1,654,457	1,563,302
1,526,494	**Total Non-Current Assets**		**2,876,766**	**3,067,168**
9,700,264	**Total Assets**		**8,657,328**	**10,254,401**
	Current Liabilities			
136,058	Trade payables	**7**	136,058	136,058
674,955	Other payables and accruals	**7**	674,955	674,955
416,583	Unearned revenue	**8**	416,583	416,583
469,070	Employee entitlements	**9**	469,070	469,070
5,384,213	Repayment of surplus		2,761,277	3,835,350
7,080,879	**Total Current Liabilities**		**4,457,943**	**5,532,016**
	Non-Current Liabilities			
	Trade payables	**7**		
	Other payables and accruals	**7**		
	Unearned revenue	**8**		
-	Employee entitlements	**9**	-	-
-	**Total Non-Current Liabilities**		**-**	**-**
7,080,879	**Total Liabilities**		**4,457,943**	**5,532,016**
2,619,385	**Net Assets**		**4,199,385**	**4,722,385**
	NET WORTH			
3,616,843	Contributed capital		5,196,843	5,719,843
-	Other Reserves		-	-
438,551	Revaluation reserve		438,551	438,551
(1,436,009)	Accumulated surpluses/(deficits)		(1,436,009)	(1,436,009)
2,619,385	**Total Net Worth**		**4,199,385**	**4,722,385**

PORTFOLIO OF THE CIVIL SERVICE

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
20,157,031	Sale of goods and services	10	21,798,992	23,314,164
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
20,157,031	**Total Revenue**		**21,798,992**	**23,314,164**
	Expenses			
14,456,775	Personnel costs	13	15,557,891	16,767,863
3,967,315	Supplies and consumables	14	4,691,801	5,083,190
180,537	Depreciation & Amortisation	6	252,547	332,598
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
31,000	Litigation costs	15	55,000	55,000
-	Other expenses		-	-
440	Other Gains and Losses	16	1,440	1,440
18,636,067	**Total Expenses**		**20,558,679**	**22,240,091**
1,520,964	**Surplus or (Deficit) for the period**		**1,240,313**	**1,074,073**

PORTFOLIO OF THE CIVIL SERVICE

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
16,361,400	Outputs to Cabinet		18,449,711	19,953,751
-	Outputs to other government agencies		-	-
3,676,381	Sale of goods and services - third party		3,234,033	3,246,184
-	Interest received		-	-
	Donations / Grants		-	-
119,250	Other receipts		169,998	169,998
	Payments			
(14,456,775)	Personnel costs		(15,612,641)	(16,823,632)
(3,967,315)	Supplies and consumables		(4,691,801)	(5,083,190)
	Interest paid		-	-
(31,440)	Other payments		(56,440)	(56,440)
1,701,501	**Net cash flows from operating activities**		**1,492,860**	**1,406,671**
	CASH FLOWS FROM INVESTING ACTIVITIES			
	Purchase of property, plant and equipment		(1,580,000)	(523,000)
	Proceeds from sale of property, plant and equipment		-	-
-	**Net cash flows from investing activities**		**(1,580,000)**	**(523,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
	Equity Investment from Org 40		1,580,000	523,000
	Repayment of Surplus to Org 40		(3,863,249)	-
-	**Net cash flows from financing activities**		**(2,283,249)**	**523,000**
1,701,501	**Net increase/(decrease) in cash and cash equivalents**		**(2,370,389)**	**1,406,671**
4,211,731	Cash and cash equivalents at beginning of period		5,913,232	3,542,843
5,913,232	**Cash and cash equivalents at end of period**	1	**3,542,843**	**4,949,514**

PORTFOLIO OF THE CIVIL SERVICE

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	3,616,843		438,551	(1,436,019)	2,619,375
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors				-	-
Restated balance 31 December 2022	3,616,843	-	438,551	(1,436,019)	2,619,375
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet					-
Capital withdrawals by Cabinet				10	10
Dividends payable to Cabinet				(1,520,964)	(1,520,964)
Net revenue / expenses recognised directly in net worth	-	-	-	(1,520,954)	(1,520,954)
Surplus/(deficit)for the period 2023				1,520,964	1,520,964
Total recognised revenues and expenses for the period	-	-	-	10	10
Balance at 31 December 2023 carried forward	3,616,843	-	438,551	(1,436,009)	2,619,385

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	3,616,843	-	438,551	(1,436,009)	2,619,385
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	3,616,843	-	438,551	(1,436,009)	2,619,385
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	1,570,000				1,570,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				(1,240,313)	(1,240,313)
Net revenue / expenses recognised directly in net worth	1,570,000	-	-	(1,240,313)	329,687
Surplus/(deficit)for the period 2024				1,240,313	1,240,313
Total recognised revenues and expenses for the period	1,570,000	-	-	-	1,570,000
Balance at 31 December 2024 carried forward	5,186,843	-	438,551	(1,436,009)	4,189,385

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	5,186,843	-	438,551	(1,436,009)	4,189,385
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	5,186,843	-	438,551	(1,436,009)	4,189,385
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet	523,000				523,000
Capital withdrawals by Cabinet				(1,074,073)	(1,074,073)
Net revenue / expenses recognised directly in net worth	523,000	-	-	(1,074,073)	(551,073)
Surplus/(deficit)for the period 2025				1,074,073	1,074,073
Total recognised revenues and expenses for the period	523,000	-	-	-	523,000
Balance at 31 December 2025	5,709,843	-	438,551	(1,436,009)	4,712,385

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
5,490	Cash on hand (IRIS Confirmation Account/Petty Cash)	5,490	5,490
2,971	Cash in transit (IRIS Remittance Account)	2,971	2,971
4,181,015	CI$ Operational Current Account held at Royal Bank of Canada	4,433,562	4,766,160
1,697,613	US$ Operational Current Account held at Royal Bank of Canada	(925,323)	148,750
26,143	Payroll Current Account held at Royal Bank of Canada	26,143	26,143
-	Bank Accounts held at other financial institutions ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
5,913,232	**TOTAL**	**3,542,843**	**4,949,514**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
191,893	Sale of goods and services	191,893	191,893
940,503	Outputs to Cabinet	940,503	940,503
8,560	Outputs to other government agencies	8,560	8,560
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
1,140,956	**Total trade receivables**	**1,140,956**	**1,140,956**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
1,049,680	Past due 1-30 days	1,089,613	1,089,613
57,048	Past due 31-60 days		
34,229	Past due 61-90 days		
	Past due 90 and above	28,524	28,524
	Non-Current		
	Past due 1 year and above	22,819	22,819
1,140,956	**Total**	**1,140,956**	**1,140,956**

NOTE 2: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Forecast 2023	Other Receivables	12-Month Budget 2024	12-Month Budget 2025
18,406	Advances (salary, Official Travel, etc)	18,406	18,406
3,145	Dishonoured cheques	3,145	3,145
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
935,970	Other	935,970	935,970
-	**Less: provision for doubtful debts**	-	-
957,521	**Total other receivables**	**957,521**	**957,521**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
957,521	Past due 1-30 days	957,521	957,521
	Past due 31-60 days		
	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
957,521	**Total**	**957,521**	**957,521**

NOTE 3: INVENTORIES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
41,458	Inventory held for use in the provision of goods and services	41,458	41,458
-	Work in Progress and finished goods	-	-
41,458	**TOTAL INVENTORIES**	**41,458**	**41,458**

NOTE 5: PREPAYMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
120,603	Accrued Prepayments	120,603	120,603
-	Prepaid Insurance	-	-
	Other		
120,603	**Total**	**120,603**	**120,603**

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*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023	-	483,946	504,968	297,402	390,705	483,658	465,138	-	-	21,945	233,732	-	-	-	184,072	3,065,566
Additions		4,646	(4,646)	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2023	-	488,592	500,322	297,402	390,705	483,658	465,138	-	-	21,945	233,732	-	-	-	184,072	3,065,566

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	-	488,592	500,322	297,402	390,705	483,658	465,138	-	-	21,945	233,732	-	-	-	184,072	3,065,566
Additions	-	175,000	-	690,000	10,000	138,000	-	-	-	-	-	-	-	-	-	1,013,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2024	-	663,592	500,322	987,402	400,705	621,658	465,138	-	-	21,945	233,732	-	-	-	184,072	4,078,566

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	-	663,592	500,322	987,402	400,705	621,658	465,138	-	-	21,945	233,732	-	-	-	184,072	4,078,566
Additions		-	80,000	60,000	-	68,000	-	-	-	-	-	-	-	-	-	208,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2025	-	663,592	580,322	1,047,402	400,705	689,658	465,138	-	-	21,945	233,732	-	-	-	184,072	4,286,566

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		450,478	55,078	205,192	266,526	412,623	425,427			21,945	221,246					2,058,515
Transfers																-
Impairment Reserve 2023 (closing balance)																-
Depreciation Expense 2023		4,802	31,868	15,676	19,979	47,008	20,945	-	-	-	6,514	-	-	-	-	146,792
Eliminate on Disposal or Derecognisation 2023											1					1
Balance as at 31 December 2023		455,280	86,946	220,868	286,505	459,631	446,372	-	-	21,945	227,761	-	-	-	-	2,205,308

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		455,280	86,946	220,868	286,505	459,631	446,372	-	-	21,945	227,760	-	-	-	-	2,205,307
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		13,336	31,868	85,976	18,732	51,701	11,218	-	-	-	5,971	-	-	-	-	218,802
Eliminate on Disposal or Derecognisation 2024																-
Balance as at 31 December 2024		468,616	118,814	306,844	305,237	511,332	457,590	-	-	21,945	233,731	-	-	-	-	2,424,109

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		468,616	118,814	306,844	305,237	511,332	457,590	-	-	21,945	233,731	-	-	-	-	2,424,109
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		21,979	35,868	160,638	13,927	60,159	6,584	-	-	-	-	-	-	-	-	299,155
Eliminate on Disposal or Derecognisation 2025																-
Balance as at 31 December 2025		490,595	154,682	467,482	319,164	571,491	464,174	-	-	21,945	233,731	-	-	-	-	2,723,264

Net Book value 31 December 2023	-	33,312	413,376	76,534	104,200	24,027	18,766	-	-	-	5,971	-	-	-	184,072	860,258
Net Book value 31 December 2024	-	194,976	381,508	680,558	95,468	110,326	7,548	-	-	-	1	-	-	-	184,072	1,654,457
Net Book value 31 December 2025	-	172,997	425,640	579,920	81,541	118,167	964	-	-	-	1	-	-	-	184,072	1,563,302

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	316,575	534,840	851,415
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2023	316,575	534,840	851,415

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	316,576	534,840	851,416
Additions	-	567,000	567,000
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2024	316,576	1,101,840	1,418,416

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	316,576	1,101,840	1,418,416
Additions	-	315,000	315,000
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2025	316,576	1,416,840	1,733,416

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

COST OF INTANGIBLE ASSETS

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	***Other Intangible Assets***	***Total***
Balance as at 1 January 2023	151,436		151,436
Transfers			-
Impairment Reserve 2023 (closing balance)			-
Depreciation Expense 2023	33,745	-	33,745
Eliminate on Disposal or Derecognisation 2023			-
Balance as at 31 December 2023	185,181	-	185,181

	Computer Software	***Other Intangible Assets***	***Total***
Balance as at 1 January 2024	185,181	-	185,181
Transfers			-
Impairment change 2024			-
Depreciation Expense 2024	33,745	-	33,745
Eliminate on Disposal or Derecognisation 2024			-
Balance as at 31 December 2024	218,926	-	218,926

	Computer Software	***Other Intangible Assets***	***Total***
Balance as at 1 January 2025	218,926	-	218,926
Transfers			-
Impairment change 2025			-
Depreciation Expense 2025	33,443	-	33,443
Eliminate on Disposal or Derecognisation 2025			-
Balance as at 31 December 2025	252,369	-	252,369

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

COST OF INTANGIBLE ASSETS

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

Net Book value 31 December 2023	131,394	534,840	666,234
Net Book value 31 December 2024	97,650	1,101,840	1,199,490
Net Book value 31 December 2025	64,207	1,416,840	1,481,047

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
136,058	Creditors	136,058	136,058
	Creditors Ministries/Portfolios		
	Creditors other government agencies		
-	Non current Accounts payable	-	-
2,930	Payroll Deductions	2,930	2,930
-	Operating Lease	-	-
466,863	Accrued Expenses	466,863	466,863
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
205,162	Other payables	205,162	205,162
811,013	**Total trade payables other payables and accruals**	**811,013**	**811,013**

NOTE 8: UNEARNED REVENUE

12-Month Forecast 2023	Details	12-Month Budget 2024	12-Month Budget 2025
-	Rentals paid in advance	-	-
-	Immigration deposits	-	-
-	Customs deposits	-	-
-	Revenue deposits	-	-
416,583	Other unearned revenue	416,583	416,583
-	Non current Unearned revenue	-	-
416,583	**Total unearned reveune**	**416,583**	**416,583**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
61,238	Annual Leave	61,238	61,238
319,467	Retirement and long service leave	319,467	319,467
-	Accrued salaries	-	-
-	Travel	-	-
88,365	Pension	88,365	88,365
-	Other salary related entitlements	-	-
469,070	**Total current portion**	**469,070**	**469,070**
	Non-current employee entitlements are represented by:		
	Retirement and long service leave		
469,070	**Total employee entitlements**	**469,070**	**469,070**

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
16,361,400	Outputs to Cabinet	18,394,961	19,897,982
-	Outputs to other government agencies	-	-
3,671,377	Fees and charges	3,229,033	3,241,184
5,004	General sales	5,000	5,000
-	Rentals	-	-
119,250	Other	169,998	169,998
20,157,031	**Total sales of goods and services**	**21,798,992**	**23,314,164**
	Fees and Charges		
2,539,003	Authentication and Apostille of Documents Fees	2,100,000	2,100,000
453,278	Naturalisation and Registration Fees	464,000	464,000
674,684	Passport Fees	655,033	664,684
4,412	Special Marriage License Application Fee	10,000	12,500
3,671,377	**Fees & Charges**	3,229,033	3,241,184
	General Sales		
5,004	Miscellaneous Sales	5,000	5,000
5,004	**Total General Sales**	5,000	5,000
	Other Goods & Services Revenue		
	Goods & Services Revenue		
117,000	Internal Audit Service Fees	169,873	169,873
2,250	Miscellaneous Receipts	125	125
119,250		169,998	169,998
	Sales of Outputs to Cabinet		
16,361,400	Sales of Outputs to Cabinet	18,394,961	19,897,982
16,361,400	**Total Sales of Outputs to Cabinet**	18,394,961	19,897,982
20,157,031	**Total Goods and Services**	**21,798,992**	**23,314,164**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
11,461,306	Salaries, wages and allowances	12,063,196	12,873,423
2,317,364	Health care	2,769,195	3,133,040
604,775	Pension	639,059	668,559
10,300	Leave	10,800	17,200
63,030	Other personnel related costs	75,641	75,641
14,456,775	**Total Personnel Costs**	**15,557,891**	**16,767,863**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
388,827	Supplies and Materials	410,278	503,728
2,150,073	Purchase of services	2,605,203	2,744,666
629,748	Lease of Property and Equipment	768,865	864,777
334,406	Utilities	316,422	326,632
1,800	General Insurance	2,000	2,000
65,739	Interdepartmental expenses	93,591	99,350
137,186	Travel and Subsistence	108,086	156,086
257,925	Recruitment and Training	326,338	380,838
1,611	Other	61,018	5,113
3,967,315	**Total Supplies & consumables**	**4,691,801**	**5,083,190**

NOTE 15: LITIGATION COST

12-Month Forecast 2023	Litagation Costs	12-Month Budget 2024	12-Month Budget 2025
31,000	Legal Fees	55,000	55,000
	Description		
31,000	**Total Litigation cost**	**55,000**	**55,000**

NOTE 16: GAINS / (LOSSES)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Net (gain) / loss on disposal of property, plant and equipment, revaluation	-	-
-	Gain/Loss on Derecognition of Assets	-	-
440	Net (gain) / loss on foreign exchange Transactions	1,440	1,440
440	**Total gains/ (losses)**	**1,440**	**1,440**

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
1,520,964	**Surplus/(deficit) from ordinary activities**	1,240,313	1,074,073
	Non-cash movements		
180,537	Depreciation expense	252,547	332,598
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
-	(Increase)/decrease in receivables - Other Government agencies		
	(Increase)/decrease in receivables - SAGC's		
	(Increase)/decrease in receivables - Other 3rd Party		
	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
	Increase/(decrease) in payables - Other 3rd Party		
1,701,501	**Net cash flows from operating activities**	**1,492,860**	**1,406,671**

PORTFOLIO OF LEGAL AFFAIRS

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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
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PART B: OUTPUT PERFORMANCE

5. OUTPUTS TO BE DELIVERED

APPENDIX: FORECAST FINANCIAL STATEMENTS

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STATEMENT OF THE ATTORNEY GENERAL

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2024 and 2025 financial years.

Honourable Samuel Bulgin, KC, JP
Attorney General

Portfolio of Legal Affairs

31 December 2023

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.

Reshma Sharma, QC
Solicitor General and Chief Officer

Portfolio of Legal Affairs

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The provision of legal services more particularly set out below.

Scope of Activities

The Portfolio's scope of activities involves:

- The provision of legal advice to the Government, government agencies and statutory authorities;
- Acting on behalf of Government, government agencies and statutory authorities in civil litigation and tribunal proceedings
- Drafting of legislation
- The provision of legal education and training
- Provision of financial intelligence and AML/CFT services to the Attorney General
- Law revision services
- Law reform services

Customers and Location of Activities

Customers for all activities are the Attorney General, government agencies, statutory authorities and the general public (save in respect of legal advice and representation which is not provided to the general public). All services located in the Cayman Islands.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Portfolio of Legal Affairs in the 2024 and 2025 financial years are as follows:

- Ensuring optimum use of Government resources so that the delivery of services is effective and efficient
- Ensuring that the Portfolio continues to be adequately staffed with competent and qualified staff
- Provision of appropriate training to ensure the continuing education and development of staff
- Provision of optimum legal services to the Government and Government entities
- Ongoing training of articled clerks
- Training of administrative and support staff to meet the needs of the organization
- Development of and maintaining appropriate legal research tools and databases
- The maintenance of equipment conducive to the production of the Portfolio's outputs

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Portfolio of Legal Affairs for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
REVENUE FROM CABINET	9,841	10,707	9,217
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	628	628	604
OPERATING EXPENSES	10,469	11,335	9,821
OPERATING SURPLUS/DEFICIT	**-**	**-**	**-**
NET WORTH	**3,077**	**3,202**	**2,832**
CASH FLOWS FROM OPERATING ACTIVITIES	150	71	132
CASH FLOWS FROM INVESTING ACTIVITIES	(245)	(125)	(114)
CASH FLOWS FROM FINANCING ACTIVITIES	245	125	114
CHANGE IN CASH BALANCES	150	71	132

FINANCIAL PERFORMANCE RATIO	2024 1 Jan to 31 Dec 2024 %	2025 1 Jan to 31 Dec 2025 %	2023 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	8:1	9:1	8:1
TOTAL ASSETS : TOTAL LIABILITIES	10:1	11:1	10:1

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	82	86	70
STAFF TURNOVER (%)	7%	7%	7%
MANAGERS	0%	0%	0%
PROFESSIONAL AND TECHNICAL STAFF	6%	6%	6%
CLERICAL AND LABOURER STAFF	5%	5%	5%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)	4.33 years	4.33 years	4.33 years
MANAGERS	7.35 years	7.35 years	7.35 years
PROFESSIONAL AND TECHNICAL STAFF	3.99 years	3.99 years	3.99 years
CLERICAL AND LABOURER STAFF	2.83 years	2.83 years	2.83 years
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	1

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	3,404	3,529	3,159
ASSET REPLACEMENTS : TOTAL ASSETS	.07:1	.04:1	.04:1
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	.34:1	.28:1	.36:1
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	.79:1	1.55:1	1.60:1
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
NONE	-	-	-
TOTAL	**NIL**	**NIL**	**NIL**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss or destruction of files	Reduced risk partially by implementing electronic case file management system.	Improved Alternative Storage. Continue with implementation of electronic case file management system.	Unknown
Loss of staff	Unchanged	Consider incentives to encourage staff retention such as provision of training opportunities; salary reform (within CIG permitted parameters and whether by monetary or non-monetary means in accordance with any CIG policies for same) to minimise salary disparity as between public and private sector.	Unknown

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
EQUITY INVESTMENT FROM CABINET IN TO THE PORTFOLIO OF LEGAL AFFAIRS	245	125	114
TOTAL	**245**	**125**	**114**

PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

PLG 2	Drafting of Legislation and Regulations		
DESCRIPTION • Drafting principal and subsidiary legislation for the Government. • Advising government entities on legislation during the legislative process			
MEASURES	**2024 1 Jan to 31 Dec 2024**	**2025 1 Jan to 31 Dec 2025**	**2023 12-Month Forecast**
QUANTITY • Number of legislative proposals received by the Legislative Drafting Department	150-200	150-200	150-200
QUALITY • Percentage of legislative proposals that were implemented by the drafting of Bills, regulations, orders and notices • Work undertaken by qualified and experienced legal drafters	100% 100%	100% 100%	100% 100%
TIMELINESS • Percentage of Bills, regulations, orders and notices in respect of which drafting instructions were received by the Legislative Drafting Department and which were drafted.	100%	100%	100%
LOCATION • Grand Cayman	100%	100%	100%
COST	**$1,006,514**	**$1,012,122**	**$921,355**
RELATED BROAD OUTCOME: • Improve the Quality of Life for Caymanians • Modernise Government to Improve Public Sector Performance			

PLG 16	Legal Advice and Representation in Civil Matters

DESCRIPTION

- Provision of legal advice in civil matters to Government Ministries and Departments, the Governor's Office, Cabinet and statutory authorities
- Legal representation on behalf of Government Ministries and Departments, Cabinet and statutory authorities in civil litigation and tribunal proceedings

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of requests for legal advice actioned	680-710	680-720	680-700
• Number of civil litigation cases and tribunal proceedings in which Crown Counsel have represented the Cayman Islands Government and/or statutory authorities	70-90	75-95	70-80
QUALITY			
• Legal advice and representation provided by qualified Crown Counsel and Attorneys	100%	100%	100%
TIMELINESS			
• Legal advice is generally provided within 14 days from date of receipt of request. However, the response time may vary according to the urgency or complexity of a request and the time-frame within which any client instructions are provided	100%	100%	100%
• Representation is provided on an ongoing basis and in accordance with timelines specified in the Grand Court Rules, Court of Appeal Rules and applicable Acts	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$2,826,409**	**$3,102,908**	**$2,528,032**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Modernise Government to Improve Public Sector Performance

PLG 20	Ministerial Servicing and Policy Advice for the Attorney General

DESCRIPTION

Provision of Ministerial Services to support the Attorney General including, Act revision and policy advice.

Provision of anti-money laundering and combatting the financing of terrorism (AML/CFT) Policy Advice to the Attorney General.

Oversee and coordinate the development of integrated policies and their implementation through the Anti-Money Laundering Steering Group (AMLSG), including

- Providing the Cayman Islands responses to international AML/CFT developments for approval by the AMLSG:
- Providing advice and guidance to the Attorney General, AMLSG, and Cabinet on issues relating to AML/CFT policy; and preparing initial drafts of Cabinet Papers and Notes for the Attorney General's review.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• AML/CFT research and policy advice	3	3	3
• Coordinate ML/TF Risk Assessment Reports and Strategy and other AML/CFT initiatives	1	2	N/A
• ML/TF Action Plan	1	1	1
• Cabinet Papers to update AML/CFT laws and enforceable means	4	4	2
• Drafting instructions for changes to relevant AML/CFT Acts and regulations	4	4	2
• Coordination of the response to Mutual Evaluation Questionnaire, Post Observation Report, or Follow-up Report	N/A	N/A	4
• Response to FATF and CFATF surveys and questionnaires	6	6	7
• Outreach to Industry Associations	3	4	3
• Reports to AMLSG and other bodies/agencies (National Coordination Team)	8	8	10
QUALITY			
• Advice provided by competent professionals	95-100%	95-100%	95-100%
• ML/TF Risk Assessment Reports and Strategy approved by AMLSG and Cabinet with minimal changes	95-100%	95-100%	95-100%
• ML/TF Action Plan approved by AMLSG and Cabinet, minimal changes	95-100%	95-100%	95-100%
• Cabinet Papers approved with minimal changes	95-100%	95-100%	95-100%
• Drafting instructions clear and concise	95-100%	95-100%	95-100%
• Concise responses to ME Questionnaire, Post Observation Report, or Follow-up Report	95-100%	95-100%	95-100%
• Surveys and questionnaires require no further clarification	95-100%	95-100%	95-100%
• Industry Associations engagement and feedback	90-100%	90-100%	90-100%

TIMELINESS			
• Work and other services provided on an ongoing basis and in a timely manner	100%	100%	100%
• Risk Assessment, Strategy and other initiatives are completed by the end of the calendar year	100%	100%	100%
• Action Plan completed by the end of the calendar year	100%	100%	100%
• Cabinet Papers completed within the calendar year	100%	100%	100%
• Drafting instructions completed within the calendar year	100%	100%	100%
• Questionnaire, Post Observation Report, or Follow-up Report completed within the timeframe specified	100%	100%	100%
• Responses to surveys completed in times specified	100%	100%	100%
• Coinciding with new developments or as requested	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$1,372,969**	**$1,478,227**	**$1,343,768**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Modernise Government to Improve Public Sector Performance
- Enhance Our Competitiveness while Meeting International Standards

PLG 21	Financial Intelligence Services

DESCRIPTION

Provision of financial intelligence services to the Attorney General including:

- Receipt of Suspicious Activity Reports (SARs) under the Proceeds of Crime Act (POCA);
- Processing requests for information (RFIs)from overseas Financial Intelligence Units (OFIUs);
- Processing RFIs from local Law Enforcement Agencies (LLEAs) and Competent Authorities (CAs);
- Appropriately disseminate financial intelligence in a timely manner pursuant to the requirements of POCA;
- Conduct Industry Outreach events and issue typologies to combat money laundering, terrorist financing and proliferation financing;
- Produce periodic statistical reports and an Annual Report relating to financial intelligence services for the Anti-Money Laundering Steering Group (AMLSG); and
- Represent the Cayman Islands in the Egmont Group, CFATF and other international forums.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Total number of cases (SARs, requests and disclosures from OFIUS, and requests from LLEAs and CAs):			
1. SARs	1,449 – 1,660	1,666 – 1,909	1,260 – 1,443
2. RFIs from OFIUs	173 – 190	209 – 219	151 - 165
3. Disclosures from OFIUs	31 – 47	36 – 54	27 – 41
4. RFIs from LLEAs and CAs	29 – 33	34 – 38	25 – 29
TOTAL	**1,686 – 1,926**	**1,949 – 2,215**	**1,467 – 1,675**
• Total number of cases analyzed	1,383 – 1,990	1,383 – 1,990	1,325 – 1,714
• Total number of cases closed	1,383 – 1,774	1,383 – 1,774	1,108 – 1,365
• Number of industry Outreach events	28 – 44	28 – 44	28 – 44
• Produce Annual Report pursuant to Section 11 (b) of POCA	1	1	1
• Produce Strategic Analysis Report (s) pursuant to Section 4 (1A) (b) of POCA	1	1	1
• Number of days spent on representation activities	79 – 99	79 – 99	75 – 95
QUALITY			
• Perform the FRA's functions in compliance with the requirements of POCA, including:			
1. Maintaining the confidentiality of information submitted to the FRA, pursuant to Section 10 of POCA	100%	100%	100%
2. Ensuring that all disclosures made by the FRA comply with Section 138 of POCA, or Section 4(2) (ca).	100%	100%	100%
3. Collect and compile statistical information relating to disclosures made to the FRA under POCA and the onward disclosures of the information made by the FRA (Section 4(2) (f) of POCA.	100%	100%	100%
• Performing high-quality analysis as prescribed by its operating procedures in order to generate high-quality financial intelligence that is useful to LLEAs, CAs and OFIUs	100%	100%	100%
• Produce high quality responses for CFATF Mutual Evaluation process	100%	100%	100%
• Continuation of high-quality solutions implemented to address CFATF Recommended Actions	100%	100%	100%

TIMELINESS			
• Cases to Director for initial review within 2 days of receipt by the FRA	95-100%	95-100%	95-97%
• Cases acknowledged within four days of receipt	90-100%	90-100%	97-98%
• Priority 1 cases closed within 35 days of receipt	60-75%	60-75%	40-60%
• Priority 2 cases closed within 60 days of receipt	50-70%	50-70%	35-55%
• Priority 3 cases closed within 80 days of receipt	50-60%	50-60%	40-60%
• Priority 4 cases closed within 90 days of receipt	50-60%	50-60%	40-60%
• Annual Report produced on or before the 31st March as per Section 11 (b) of POCA	100%	100%	100%
• Strategic Analysis Report produced by specific date	100%	100%	100%
• Meet deadlines set for CFATF Mutual Evaluation process	80-100%	80-100%	80-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$2,333,245**	**$2,779,881**	**$2,171,005**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance

PLG 24	Review and Modernization of Acts

DESCRIPTION

The study and review of statutes and other Acts comprising the Act of the Cayman Islands with a view to its systematic development and reform, including:

- The modification of any branch of the Act as far as that is practicable;
- The elimination of anomalies in the Act, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the Act;
- The development of new areas in the Act with the aim of making them more responsive to the changing needs of the Cayman Islands society;
- The adoption of new or more effective methods for the administration of the Act and the dispensation of justice; and
- The codification of the unwritten laws of the Cayman Islands;
- Formulating policy papers, scoping papers, issues papers, discussion papers, final reports, Cabinet papers, parliamentary notes and draft primary and secondary legislation to give effect to recommendations for reform; and
- Providing technical assistance to the Legislative Drafting Department in the drafting of primary and secondary legislation upon request by the Attorney General or the Solicitor General.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of reviews	6-8	6-8	6-8
• Number of papers, reports, bills, parliamentary notes opinions/advice, presentations, Commission meetings and/or consultation meetings	8-12	8-12	8-12
• Annual Report	1	1	1
• Number of other Legislative proposals – legislative drafting, legislative editing, and/or opinions/advice	2-8	2-8	2-8
QUALITY			
• Work undertaken by qualified and experienced attorneys-at-law.	100%	100%	100%
TIMELINESS			
• Within the deadlines agreed by members of the Commission.	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$496,439**	**$500,012**	**$454,613**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Modernise Government to Improve Public Sector Performance

PLG 26	Law Teaching and Publications

DESCRIPTION

Provision of law teaching relating to:

- PPC Completion Certificate leading to the Attorney at Law Certificate of the Cayman Islands
- Individual courses with or without University of Liverpool certification
- LLB (Hons) degree from the University of Liverpool
- Continuing education, professional development seminars and short courses for Magistrates, Justices of the Peace and local interest groups
- General advice and training for various government agencies

Publication of:

- Legal research in various local, regional and international law journals

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of students			
○ PPC Completion Certificate	10	10	10
○ Full-Time LLB degree	45-55	45-55	45-55
○ Part-Time LLB degree	25-30	25-30	25-30
○ Individual courses	1-2	1-2	1-2
○ LLM/PG Dip	4-6	4-6	4-6
• PPC Completion Certificate			
○ Courses provided within academic year	8	8	8
○ Hours of classroom lecturing per academic year	200	200	200
• LLB (Hons)			
○ Modules taught over three academic years	22-27	22-28	22-28
○ Hours of classroom teaching per module	25-50	25-50	25-50
○ Hours of classroom lecturing per academic year	950	950	950
• LLM/PG Dip			
○ Modules taught over two academic years	9	9	9
○ Hours of classroom contact time per module	10-20	10-20	10-20
○ Hours of classroom contact time per academic year	80-160	80-160	80-160
• Number of publications	3-6	3-6	3-6

QUALITY			
• Professional Practice Course			
○ Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%	100%
○ Percentage of courses taught in accordance with a curriculum approved by Legal Advisory Council/Oxford Brookes University	100%	100%	100%
○ Peer review of assessment criteria (setting of examinations) by External examiners	100%	100%	100%
○ Peer review of internal assessment of coursework by external examiners.	100%	100%	100%
• LLB Degree			
○ Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%	100%
○ Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100%	100%	100%
○ Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University	100%	100%	100%
○ Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	100%	100%	100%
• LLM Degree/PGDIP			
○ Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%	100%
○ Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100%	100%	100%
○ Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University	100%	100%	100%
○ Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	100%	100%	100%
• Publications	100%	100%	100%
• Meet standards required for publication	100%	100%	100%
TIMELINESS			
• Courses offered during each academic year	100%	100%	100%
• Research papers are completed on an ongoing basis throughout the calendar year	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$1,495,620**	**$1,520,644**	**$1,492,909**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Modernise Government to Improve Public Sector Performance

Note: This output is partly subsidized by the general public in the amount of $627,500 in 2024 and $627,500 in 2025. The number of students above is the total number in attendance and is not pro-rated for fees paid by the general public. The total cost of this output in 2024 and 2025 are $2,123,120 and $2,148,144 respectively.

PLG 27	Act Revisions and Policy Advice

DESCRIPTION

- Drafting of Act Revisions
- Providing Policy Advice to the Attorney General

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of Act Revisions	22-30	22-30	22-30
• Policy Advice to the Attorney General	3-5	3-5	3-5
QUALITY			
• Act revisions accurately reflect amendment Acts	100%	100%	100%
• Policy Advice to the Attorney General is delivered timely and accurately	100%	100%	100%
TIMELINESS			
• Percentage of Act Revisions prepared	100%	100%	100%
• Percentage Policy Advice to the Attorney General	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$310,177**	**$313,989**	**$304,827**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Modernise Government to Improve Public Sector Performance

CAYMAN ISLANDS GOVERNMENT

PORTFOLIO OF LEGAL 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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and

c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Reshma Sharma, QC
Solicitor General and Chief Officer

Portfolio of Legal Affairs

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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PORTFOLIO OF LEGAL AFFAIRS

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

General Accounting Policies

Reporting entity

These forecast financial statements are for the Portfolio of Legal 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 2024 and 2025.

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.

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.

PORTFOLIO OF LEGAL AFFAIRS

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
1,557,359	Cash and cash equivalents	**1**	1,707,512	1,778,857
	Marketable securities and deposits			
939,376	Trade receivables	**2**	983,114	1,106,300
7,000	Other receivables	**2**	7,000	7,000
-	Inventories	**3**	-	-
-	Investments	**4**	-	-
75,000	Prepayments	**5**	75,000	75,000
2,578,735	**Total Current Assets**		**2,772,626**	**2,967,157**
	Non-Current Assets			
-	Trade receivables	**2**	-	-
-	Other receivables	**2**	-	-
	Inventories	**3**		
	Investments	**4**		
	Prepayments	**5**		
78,107	Intangible Assets	**6**	57,703	25,463
502,499	Property, plant and equipment	**6**	574,012	536,721
580,606	**Total Non-Current Assets**		**631,715**	**562,184**
3,159,341	**Total Assets**		**3,404,341**	**3,529,341**
	Current Liabilities			
22,000	Trade payables	**7**	22,000	22,000
80,000	Other payables and accruals	**7**	80,000	80,000
25,000	Unearned revenue	**8**	25,000	25,000
200,000	Employee entitlements	**9**	200,000	200,000
-	Repayment of surplus		-	-
327,000	**Total Current Liabilities**		**327,000**	**327,000**
	Non-Current Liabilities			
	Trade payables	**7**		
	Other payables and accruals	**7**		
	Unearned revenue	**8**		
-	Employee entitlements	**9**	-	-
-	**Total Non-Current Liabilities**		**-**	**-**
327,000	**Total Liabilities**		**327,000**	**327,000**
2,832,341	**Net Assets**		**3,077,341**	**3,202,341**
	NET WORTH			
2,832,341	Contributed capital		3,077,341	3,202,341
-	Other Reserves		-	-
-	Revaluation reserve		-	-
-	Accumulated surpluses/(deficits)		-	-
2,832,341	**Total Net Worth**		**3,077,341**	**3,202,341**

PORTFOLIO OF LEGAL AFFAIRS

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
9,820,609	Sale of goods and services	10	10,468,873	11,335,283
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
9,820,609	**Total Revenue**		**10,468,873**	**11,335,283**
	Expenses			
7,761,696	Personnel costs	13	8,356,512	9,189,192
1,325,055	Supplies and consumables	14	1,615,470	1,648,560
182,758	Depreciation & Amortisation	6	193,891	194,531
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
550,000	Litigation costs	15	300,000	300,000
-	Other expenses		-	-
1,100	Other Gains and Losses	16	3,000	3,000
9,820,609	**Total Expenses**		**10,468,873**	**11,335,283**
-	**Surplus or (Deficit) for the period**		**-**	**-**

PORTFOLIO OF LEGAL AFFAIRS

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
9,272,770	Outputs to Cabinet		9,797,634	10,584,597
-	Outputs to other government agencies		-	-
500,892	Sale of goods and services - third party		625,000	625,000
-	Interest received		-	-
	Donations / Grants		-	-
4,100	Other receipts		2,500	2,500
	Payments			
(7,692,935)	Personnel costs		(8,356,512)	(9,189,192)
(1,951,276)	Supplies and consumables		(1,918,469)	(1,951,561)
	Interest paid		-	-
(1,100)	Other payments		-	-
132,450	**Net cash flows from operating activities**		**150,153**	**71,344**
	CASH FLOWS FROM INVESTING ACTIVITIES			
(114,000)	Purchase of property, plant and equipment		(245,000)	(125,000)
	Proceeds from sale of property, plant and equipment		-	-
(114,000)	**Net cash flows from investing activities**		**(245,000)**	**(125,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
114,000	Equity Investment from Org 40		245,000	125,000
	Repayment of Surplus to Org 40		-	-
114,000	**Net cash flows from financing activities**		**245,000**	**125,000**
132,450	**Net increase/(decrease) in cash and cash equivalents**		**150,153**	**71,344**
1,424,908	Cash and cash equivalents at beginning of period		1,557,359	1,707,512
1,557,359	**Cash and cash equivalents at end of period**	1	**1,707,512**	**1,778,857**

PORTFOLIO OF LEGAL AFFAIRS

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward					-
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors				-	-
Restated balance 31 December 2022	2,718,341	-	-	-	2,718,341
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	114,000				114,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	114,000	-	-	-	114,000
Surplus/(deficit)for the period 2023				-	-
Total recognised revenues and expenses for the period	114,000	-	-	-	114,000
Balance at 31 December 2023 carried forward	2,832,341	-	-	-	2,832,341

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	2,832,341	-	-	-	2,832,341
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	2,832,341	-	-	-	2,832,341
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	245,000				245,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	245,000	-	-	-	245,000
Surplus/(deficit)for the period 2024				-	-
Total recognised revenues and expenses for the period	245,000	-	-	-	245,000
Balance at 31 December 2024 carried forward	3,077,341	-	-	-	3,077,341

PORTFOLIO OF LEGAL AFFAIRS

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	3,077,341	-	-	-	3,077,341
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	3,077,341	-	-	-	3,077,341
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet	125,000				125,000
Capital withdrawals by Cabinet				-	-
Net revenue / expenses recognised directly in net worth	125,000	-	-	-	125,000
Surplus/(deficit)for the period 2025				-	-
Total recognised revenues and expenses for the period	125,000	-	-	-	125,000
Balance at 31 December 2025	3,202,341	-	-	-	3,202,341

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Cash on hand (IRIS Confirmation Account/Petty Cash)	-	-
-	Cash in transit (IRIS Remittance Account)	-	-
1,349,359	CI$ Operational Current Account held at Royal Bank of Canada	1,499,512	1,570,857
200,000	US$ Operational Current Account held at Royal Bank of Canada	200,000	200,000
8,000	Payroll Current Account held at Royal Bank of Canada	8,000	8,000
-	Bank Accounts held at other financial institutions ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
1,557,359	**TOTAL**	**1,707,512**	**1,778,857**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
163,000	Sale of goods and services	163,000	163,000
776,376	Outputs to Cabinet	820,114	943,300
-	Outputs to other government agencies	-	-
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
939,376	**Total trade receivables**	**983,114**	**1,106,300**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
864,226	Past due 1-30 days	938,874	1,056,516
46,969	Past due 31-60 days		
28,181	Past due 61-90 days	24,578	27,657
	Past due 90 and above	19,662	22,126
	Non-Current		
	Past due 1 year and above		
939,376	**Total**	**983,114**	**1,106,300**

NOTE 2: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Forecast 2023	Other Receivables	12-Month Budget 2024	12-Month Budget 2025
7,000	Advances (salary, Official Travel, etc)	7,000	7,000
-	Dishonoured cheques	-	-
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
7,000	**Total other receivables**	**7,000**	**7,000**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
7,000	Past due 1-30 days	7,000	7,000
	Past due 31-60 days		
	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
7,000	**Total**	**7,000**	**7,000**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
(63,431)	Balance at 1 July/1January	-	-
	Additional provisions made during the year		
	Receivables written off during the period		
-	Balance at 30 June	-	-

NOTE 5: PREPAYMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
75,000	Accrued Prepayments	75,000	75,000
-	Prepaid Insurance	-	-
	Other		
75,000	**Total**	**75,000**	**75,000**

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

COST OF PROPERTY, PLANT AND EQUIPMENT

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		-	-	62,765	18,256	95,516	32,744				113,994			1,197,809	-	1,521,083
Additions						30,000	10,611							73,389		114,000
Disposals and Derecognisation											(14,080)			(267,517)		(281,597)
Revaluation																-
Transfers																-
Balance as at 31 December 2023	-	-	-	62,765	18,256	125,516	43,355	-	-	-	99,914	-	-	1,003,681	-	1,353,486

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	-	-	-	62,765	18,256	125,516	43,355	-	-	-	99,914	-	-	1,003,681	-	1,353,486
Additions				100,000		47,557								75,000		222,557
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2024	-	-	-	162,765	18,256	173,073	43,355	-	-	-	99,914	-	-	1,078,681	-	1,576,043

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	-	-	-	162,765	18,256	173,073	43,355	-	-	-	99,914	-	-	1,078,681	-	1,576,043
Additions					10,000	33,828								75,000		118,828
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2025	-	-	-	162,765	28,256	206,901	43,355	-	-	-	99,914	-	-	1,153,681	-	1,694,871

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023				54,466	10,116	58,241	20,806				85,685			762,943		992,257
Transfers																-
Impairment Reserve 2023 (closing balance)																-
Depreciation Expense 2023		-	-	2,846	1,338	17,987	1,835	-	-	-	19,983	-	-	96,339	-	140,328
Eliminate on Disposal or Derecognisation 2023											(14,080)			(267,517)		(281,597)
Balance as at 31 December 2023		-	-	57,312	11,454	76,228	22,641	-	-	-	91,588	-	-	591,765	-	850,988

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		-	-	57,312	11,454	76,228	22,641	-	-	-	91,588	-	-	591,765	-	850,988
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		-	-	9,512	1,338	37,748	3,309	-	-	-	8,326	-	-	90,811	-	151,044
Eliminate on Disposal or Derecognisation 2024																-
Balance as at 31 December 2024		-	-	66,824	12,792	113,976	25,950	-	-	-	99,914	-	-	682,576	-	1,002,032

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		-	-	66,824	12,792	113,976	25,950	-	-	-	99,914	-	-	682,576	-	1,002,032
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		-	-	12,608	1,962	52,007	3,309	-	-	-	-	-	-	86,233	-	156,119
Eliminate on Disposal or Derecognisation 2025																-
Balance as at 31 December 2025		-	-	79,432	14,754	165,983	29,259	-	-	-	99,914	-	-	768,809	-	1,158,151

Net Book value 31 December 2023	-	-	-	5,453	6,802	49,288	20,714	-	-	-	8,326	-	-	411,916	-	502,499

Net Book value 31 December 2024	-	-	-	95,941	5,464	59,097	17,405	-	-	-	(0)	-	-	396,105	-	574,012

Net Book value 31 December 2025	-	-	-	83,333	13,502	40,918	14,096	-	-	-	(0)	-	-	384,872	-	536,721

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	278,890		278,890
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2023	278,890	-	278,890

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	278,890	-	278,890
Additions	22,443		22,443
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2024	301,333	-	301,333

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	301,333	-	301,333
Additions	6,172		6,172
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2025	307,505	-	307,505

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	158,353		158,353
Transfers			-
Impairment Reserve 2023 (closing balance)			-
Depreciation Expense 2023	42,430	-	42,430
Eliminate on Disposal or Derecognisation 2023			-
Balance as at 31 December 2023	200,783	-	200,783

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	200,783	-	200,783
Transfers			-
Impairment change 2024			-
Depreciation Expense 2024	42,847	-	42,847
Eliminate on Disposal or Derecognisation 2024			-
Balance as at 31 December 2024	243,630	-	243,630

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	243,630	-	243,630
Transfers			-
Impairment change 2025			-
Depreciation Expense 2025	38,412	-	38,412
Eliminate on Disposal or Derecognisation 2025			-
Balance as at 31 December 2025	282,042	-	282,042

Net Book value 31 December 2023	78,107	-	78,107

Net Book value 31 December 2024	57,703	-	57,703

Net Book value 31 December 2025	25,463	-	25,463

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
22,000	Creditors	22,000	22,000
	Creditors Ministries/Portfolios		
	Creditors other government agencies		
-	Non current Accounts payable	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
80,000	Accrued Expenses	80,000	80,000
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
-	Other payables	-	-
102,000	**Total trade payables other payables and accruals**	**102,000**	**102,000**

NOTE 8: UNEARNED REVENUE

12-Month Forecast 2023	Details	12-Month Budget 2024	12-Month Budget 2025
-	Rentals paid in advance	-	-
-	Immigration deposits	-	-
-	Customs deposits	-	-
-	Revenue deposits	-	-
25,000	Other unearned revenue	25,000	25,000
-	Non current Unearned revenue	-	-
25,000	**Total unearned reveune**	**25,000**	**25,000**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Annual Leave	-	-
200,000	Retirement and long service leave	200,000	200,000
-	Accrued salaries	-	-
-	Travel	-	-
-	Pension	-	-
-	Other salary related entitlements	-	-
200,000	**Total current portion**	**200,000**	**200,000**
	Non-current employee entitlements are represented by: Retirement and long service leave		
200,000	**Total employee entitlements**	**200,000**	**200,000**

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
9,316,509	Outputs to Cabinet	9,841,373	10,707,783
-	Outputs to other government agencies	-	-
500,000	Fees and charges	625,000	625,000
-	General sales	-	-
-	Rentals	-	-
4,100	Other	2,500	2,500
9,820,609	**Total sales of goods and services**	**10,468,873**	**11,335,283**
	Fees and Charges		
500,000	Law School Fees	625,000	625,000
500,000	**Fees & Charges**	625,000	625,000
	Other Goods & Services Revenue		
	Goods & Services Revenue		
4,100	Miscellaneous Receipts	2,500	2,500
4,100		2,500	2,500
	Sales of Outputs to Cabinet		
9,316,509	Sales of Outputs to Cabinet	9,841,373	10,707,783
9,316,509	**Total Sales of Outputs to Cabinet**	9,841,373	10,707,783
9,820,609	**Total Goods and Services**	**10,468,873**	**11,335,283**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
6,112,107	Salaries, wages and allowances	6,607,267	7,200,364
1,221,041	Health care	1,267,849	1,478,107
368,899	Pension	390,496	419,821
11,650	Leave	27,400	27,400
48,000	Other personnel related costs	63,500	63,500
7,761,696	**Total Personnel Costs**	**8,356,512**	**9,189,192**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
69,850	Supplies and Materials	79,950	79,954
431,122	Purchase of services	503,839	503,712
381,000	Lease of Property and Equipment	393,000	402,000
103,100	Utilities	108,100	108,100
-	General Insurance	-	-
13,600	Interdepartmental expenses	65,700	68,685
123,887	Travel and Subsistence	209,824	221,056
84,496	Recruitment and Training	130,700	140,696
118,000	Other	124,357	124,357
1,325,055	**Total Supplies & consumables**	**1,615,470**	**1,648,560**

NOTE 15: LITIGATION COST

12-Month Forecast 2023	Litagation Costs	12-Month Budget 2024	12-Month Budget 2025
550,000	Legal Fees	300,000	300,000
	Description		
550,000	**Total Litigation cost**	**300,000**	**300,000**

NOTE 16: GAINS / (LOSSES)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Net (gain) / loss on disposal of property, plant and equipment, revaluation	-	-
-	Gain/Loss on Derecognition of Assets	-	-
1,100	Net (gain) / loss on foreign exchange Transactions	3,000	3,000
1,100	**Total gains/ (losses)**	**3,000**	**3,000**

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	**Surplus/(deficit) from ordinary activities**	-	-
	Non-cash movements		
182,758	Depreciation expense	193,891	194,531
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
42,606	(Increase)/decrease in receivables - Other Government agencies		
	(Increase)/decrease in receivables - SAGC's		
	(Increase)/decrease in receivables - Other 3rd Party	(43,738)	(123,187)
	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
(92,915)	Increase/(decrease) in payables - Other 3rd Party	-	
132,450	**Net cash flows from operating activities**	**150,153**	**71,344**

NOTE 20: COMMITMENTS

Type	One year or less	One to five Years	Over five Years	Total
Capital Commitments				
Property, plant and equipment				-
Other fixed assets				-
Other commitments (list separately if material)				-
Total Capital Commitments	-	-	-	-
Operating Commitments				
Non-cancellable accommodation leases	171,619			171,619
Other non-cancellable leases				-
Non-cancellable contracts for the supply of goods and services				-
Other operating commitments				-
Total Operating Commitments	171,619	-	-	171,619
Total Commitments	171,619	-	-	171,619

NOTE 21: RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
1,810,660	Salaries & other short-term employee benefits	**1,831,234**	**1,846,554**
	Past employee benefits		
	Other long-term benefits		
	Termination benefits		
	Loans		
1,810,660	**Total**	**1,831,234**	**1,846,554**

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OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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 ATTORNEY GENERAL

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2024 and 2025 financial years.

Honourable Samuel Bulgin, KC, JP
Attorney General

Portfolio of Legal Affairs

31 December 2023

STATEMENT OF THE DIRECTOR

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.

Simon Davis
Director

Office of the Director of Public Prosecutions

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

Prosecution of criminal offences and international legal cooperation

Scope of Activities

- The prosecution of criminal offences
- International legal cooperation activity
- Administration of the Justice Protection Programme

Customers and Location of Activities

Customers for activities are investigative and law enforcement agencies which include the Royal Cayman Islands Police Service, Customs and Border Control, and several other Government agencies, as well as the general public. For international co-operation, customers are overseas requesting agencies or states. All services are provided in the Cayman Islands.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Office of the Director of Public Prosecutions in the 2024 and 2025 financial years are set in accordance with its Mission and Vision Statements. Key elements of its Strategic Approach are as follows:

Our People

- Development of the Legal Family concept to ensure appropriate recruitment and retention of legally qualified staff.
- Continuation of Programme to ensure that the Office is adequately staffed.
- Provision of optimum prosecution services to Government, Government entities and citizens living in the Cayman Islands.
- Provision of office space which is fit for purpose.

Digital Capability

- Developing digital capability in conjunction with third party stakeholders.
- Ensure optimum use of Government resources.
- Maintain legal research tools and relevant data base.
- The provision and maintenance of equipment conducive to the production of Office outputs.

Strong Relationships

- Acting as central hub to the Cayman Islands Criminal Justice System.
- Operation of the Justice Protection Administrative Centre.
- Operation of the Witness Care Unit.

Casework Excellence

- Provision of effective mutual legal assistance as Cayman Islands Central Authority.
- Compliance with the performance appraisal system.
- The continuing professional education of qualified attorneys and articled clerks in Government service.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Office of the Director of Public Prosecutions for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
REVENUE FROM CABINET	6,233	6,582	5,747
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	-	-	-
OPERATING EXPENSES	6,233	6,582	5,747
OPERATING SURPLUS/DEFICIT	**-**	**-**	**-**
NET WORTH	**1,283**	**1,383**	**583**
CASH FLOWS FROM OPERATING ACTIVITIES	146	155	(118)
CASH FLOWS FROM INVESTING ACTIVITIES	(700)	(100)	(100)
CASH FLOWS FROM FINANCING ACTIVITIES	700	100	(126)
CHANGE IN CASH BALANCES	146	155	(344)

FINANCIAL PERFORMANCE RATIO	2024 1 Jan to 31 Dec 2024 %	2025 1 Jan to 31 Dec 2025 %	2023 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	1.77:1	2.03:1	1.51:1
TOTAL ASSETS : TOTAL LIABILITIES	2.84:1	2.98:1	1.84:1

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	38	40	35
STAFF TURNOVER (%)	14%	14%	14%
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	13%	13%	13%
CLERICAL AND LABOURER STAFF	15%	15%	15%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)	3.47 Years	3.47 Years	3.47 Years
MANAGERS	2.44 Years	2.44 Years	2.44 Years
PROFESSIONAL AND TECHNICAL STAFF	2.54 Years	2.54 Years	2.54 Years
CLERICAL AND LABOURER STAFF	5.18 Years	5.18 Years	5.18 Years
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	NONE	NONE	NONE

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	1,980	2,081	1,276
ASSET REPLACEMENTS : TOTAL ASSETS	.35:1	.05:1	.08:1
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	.55:1	.45:1	.35:1
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	.26:1	1.83:1	.49:1
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
RENOVATION OF OFFICE SPACE	700	-	-
TOTAL	700	**NIL**	**NIL**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Data Security and Accurate File Records	Unchanged	• Upgrade case file management system • Ensure effective data retention policy in place • Convert working from paper to digital files with appropriate safeguards in place • Ensure risks from cyber and online digital attacks are extinguished and/or reduced by using appropriate software systems	Unknown
Recruitment and Retention of Staff	Unchanged	• Ensure that the compensation differential with the private sector is at an acceptable level. • Maintain the physical working environment. • Ensure that Office is adequately staffed which will ensure an equitable distribution of workload. • Retention of staff continues to be an issue which may affect the performance of the Office. • Ensure effective recruitment	Unknown
Maintenance of confidence in criminal justice system	Unchanged	• Maintain a fully staffed team of qualified and trained lawyers in sufficient numbers to ensure successful case outcomes.	Unknown
Mental Health, Well Being and Positive Work Place Culture	Unchanged	• Provide necessary and relevant training • Provide a workspace which is conducive to positive culture • Allow flexible working • Ensure appropriate resources exist to promote a healthy work/life balance	

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Likelihood of Legal Challenge	Unchanged	Ensure casework excellence by : • Monitoring legal advice and advocacy provided by employees • Providing ongoing training which is relevant to the work of employees • Putting in place a database to ensure charging consistency • Recruiting the right people	

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
EQUITY INVESTMENT FROM CABINET IN TO THE OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS	700	100	100
TOTAL	**700**	**100**	**100**

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PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

DPP 1	Prosecutions and Victims Support		
DESCRIPTION Provision of prosecution services relating to criminal matters.			
MEASURES	**2024 1 Jan to 31 Dec 2024**	**2025 1 Jan to 31 Dec 2025**	**2023 12-Month Forecast**
QUANTITY			
• Number of cases for which legal rulings provided	2,600-3,000	2,600-3,000	2,200-2,500
• Number of cases prosecuted	1,900-2,200	1,900-2,200	1,500-1,800
QUALITY			
• Recruitment and Availability of experienced Crown Counsel	80%-100%	80%-100%	80%-100%
• Number of employees receiving relevant and consistent training	80%-100%	80%-100%	80%-100%
• Number of rulings coinciding with final outcomes	80%-100%	80%-100%	80%-100%
• Number of correct charges laid before the court	80%-100%	80%-100%	80%-100%
• Victims and witnesses receiving appropriate and up to date care	80%-100%	80%-100%	80%-100%
TIMELINESS			
• Number of rulings within specified 14 day target period	80%-100%	80%-100%	80%-100%
• Victims and witnesses updated promptly during and after court proceedings	80%-100%	80%-100%	80%-100%
• Recruitment of employees within reasonable time	80%-100%	80%-100%	80%-100%
• Conduct of proceedings without unnecessary delay	80%-100%	80%-100%	80%-100%
• Prompt delivery of disclosure to court and defense	80%-100%	80%-100%	80%-100%
LOCATION			
• Grand Cayman	95%	95%	95%
• Cayman Brac	5%	5%	5%
COST	**$4,587,586**	**$4,782,023**	**$4,229,773**
RELATED BROAD OUTCOME: • Improve the Quality of Life for Caymanians • Enhance Our Competitiveness while Meeting International Standards • Protect and Promote Caymanian Culture, Heritage and Identity			

DPP 2	International Legal Cooperation Activities

DESCRIPTION

Provision of mutual legal assistance relating to criminal matters.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of requests for mutual legal assistance from International Authorities.	70-90	80-100	50-70
• Number of requests for mutual legal assistance to International Authorities	70-90	80-100	50-70
• Number of high profile, complex fraud and money laundering investigations	15-20	20-30	10-15
QUALITY			
• Recruitment and Availability of experienced Crown Counsel	80%-100%	80%-100%	80%-100%
• Number of employees receiving relevant and consistent training	80%-100%	80%-100%	80%-100%
• Number of rulings coinciding with final outcomes	80%-100%	80%-100%	80%-100%
• Number of correct charges laid before the court	80%-100%	80%-100%	80%-100%
• Victims and witnesses receiving appropriate and up to date care	80%-100%	80%-100%	80%-100%
TIMELINESS			
• Number of rulings within specified target period	80%-100%	80%-100%	80%-100%
• Victims and witnesses updated promptly during and after court proceedings	80%-100%	80%-100%	80%-100%
• Recruitment of employees within reasonable time	80%-100%	80%-100%	80%-100%
• Conduct of proceedings without unnecessary delay	80%-100%	80%-100%	80%-100%
• Prompt delivery of disclosure to court and defense	80%-100%	80%-100%	80%-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$713,531**	**$856,427**	**$657,878**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance
- Improve the Quality of Life for Caymanians
- Enhance Our Competitiveness while Meeting International Standards
- Protect and Promote Caymanian Culture, Heritage and Identity

DPP 3	Justice Protection Law Activities

DESCRIPTION

Provision of witness protection and witness care services relating to criminal matters.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of applications under Justice Protection Act reviewed	10-15	10-15	10-15
• Number of witnesses to whom Witness Care Unit provide witness liaison	200-300	200-300	200-300
QUALITY			
• Qualified Attorneys and Administrative Staff to execute required activities.	100%	100%	100%
TIMELINESS			
• Applications processed within required time line	100%	100%	100%
• Witnesses contacted within required time line after trial date set or trial date changed	100%	100%	100%
LOCATION			
• Grand Cayman	95%	95%	95%
• Cayman Brac	5%	5%	5%
COST	**$932,226**	**$943,334**	**$859,516**

RELATED BROAD OUTCOME:

- Modernise Government to Improve Public Sector Performance
- Improve the Quality of Life for Caymanians
- Protect and Promote Caymanian Culture, Heritage and Identity

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CAYMAN ISLANDS GOVERNMENT

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and

c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Simon Davis
Director

Office of the Director of Public Prosecutions

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

General Accounting Policies

Reporting entity

These forecast financial statements are for the Office of the Director of Public Prosecutions.

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 2024 and 2025.

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.

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.

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
68,900	Cash and cash equivalents	1	215,186	369,949
	Marketable securities and deposits			
478,931	Trade receivables	2	519,445	548,482
1,703	Other receivables	2	1,703	1,703
-	Inventories	3	-	-
-	Investments	4	-	-
33,000	Prepayments	5	33,000	33,000
582,534	**Total Current Assets**		**769,334**	**953,134**
	Non-Current Assets			
-	Trade receivables	2	-	-
-	Other receivables	2	-	-
	Inventories	3		
	Investments	4		
	Prepayments	5		
4,144	Intangible Assets	6	2,800	1,456
223,317	Property, plant and equipment	6	741,861	660,405
227,461	**Total Non-Current Assets**		**744,661**	**661,861**
809,995	**Total Assets**		**1,513,995**	**1,614,995**
	Current Liabilities			
60,500	Trade payables	7	64,500	65,500
41,450	Other payables and accruals	7	41,450	41,450
-	Unearned revenue	8	-	-
125,000	Employee entitlements	9	125,000	125,000
-	Repayment of surplus		-	-
226,950	**Total Current Liabilities**		**230,950**	**231,950**
	Non-Current Liabilities			
	Trade payables	7		
	Other payables and accruals	7		
	Unearned revenue	8		
-	Employee entitlements	9	-	-
-	**Total Non-Current Liabilities**		**-**	**-**
226,950	**Total Liabilities**		**230,950**	**231,950**
583,045	**Net Assets**		**1,283,045**	**1,383,045**
	NET WORTH			
583,045	Contributed capital		1,283,045	1,383,045
-	Other Reserves		-	-
-	Revaluation reserve		-	-
-	Accumulated surpluses/(deficits)		-	0
583,045	**Total Net Worth**		**1,283,045**	**1,383,045**

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
5,747,167	Sale of goods and services	10	6,233,343	6,581,784
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
5,747,167	**Total Revenue**		**6,233,343**	**6,581,784**
	Expenses			
4,300,139	Personnel costs	13	4,632,668	4,959,267
1,047,863	Supplies and consumables	14	1,117,875	1,139,717
49,161	Depreciation & Amortisation	6	182,800	182,800
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
350,004	Litigation costs	15	300,000	300,000
-	Other expenses		-	-
-	Other Gains and Losses	16	-	-
5,747,167	**Total Expenses**		**6,233,343**	**6,581,784**
-	**Surplus or (Deficit) for the period**		**-**	**-**

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
5,881,663	Outputs to Cabinet		6,192,829	6,552,747
-	Outputs to other government agencies		-	-
0	Sale of goods and services - third party		-	-
-	Interest received		-	-
	Donations / Grants		-	-
-	Other receipts		-	-
	Payments			
(4,368,553)	Personnel costs		(4,632,668)	(4,959,267)
(1,631,466)	Supplies and consumables		(1,413,875)	(1,438,717)
	Interest paid		-	-
-	Other payments		-	-
(118,356)	**Net cash flows from operating activities**		**146,286**	**154,763**
	CASH FLOWS FROM INVESTING ACTIVITIES			
(100,000)	Purchase of property, plant and equipment		(700,000)	(100,000)
	Proceeds from sale of property, plant and equipment		-	-
(100,000)	**Net cash flows from investing activities**		**(700,000)**	**(100,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
100,000	Equity Investment from Org 40		700,000	100,000
(692,264)	Repayment of Surplus to Org 40			-
(592,264)	**Net cash flows from financing activities**		**700,000**	**100,000**
(810,620)	**Net increase/(decrease) in cash and cash equivalents**		**146,286**	**154,763**
879,520	Cash and cash equivalents at beginning of period		68,900	215,186
68,900	**Cash and cash equivalents at end of period**	**1**	**215,186**	**369,949**

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	(483,045)				(483,045)
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors				-	-
Restated balance 31 December 2022	483,045	-	-	-	483,045
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	100,000				100,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	100,000	-	-	-	100,000
Surplus/(deficit)for the period 2023				-	-
Total recognised revenues and expenses for the period	100,000	-	-	-	100,000
Balance at 31 December 2023 carried forward	583,045	-	-	-	583,045

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	583,045	-	-	-	583,045
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	583,045	-	-	-	583,045
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	700,000				700,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	700,000	-	-	-	700,000
Surplus/(deficit)for the period 2024				-	-
Total recognised revenues and expenses for the period	700,000	-	-	-	700,000
Balance at 31 December 2024 carried forward	1,283,045	-	-	-	1,283,045

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	1,283,045	-	-	-	1,283,045
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	1,283,045	-	-	-	1,283,045
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet	100,000				100,000
Capital withdrawals by Cabinet				-	-
Net revenue / expenses recognised directly in net worth	100,000	-	-	-	100,000
Surplus/(deficit)for the period 2025				-	-
Total recognised revenues and expenses for the period	100,000	-	-	-	100,000
Balance at 31 December 2025	1,383,045	-	-	0	1,383,045

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
500	Cash on hand (IRIS Confirmation Account/Petty Cash)	500	500
-	Cash in transit (IRIS Remittance Account)	-	-
68,400	CI$ Operational Current Account held at Royal Bank of Canada	214,686	369,449
-	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 ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
68,900	**TOTAL**	**215,186**	**369,949**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
-	Sale of goods and services	-	-
478,931	Outputs to Cabinet	519,445	548,482
-	Outputs to other government agencies	-	-
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
478,931	**Total trade receivables**	**519,445**	**548,482**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
478,931	Past due 1-30 days	519,445	548,482
	Past due 31-60 days		
	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
478,931	**Total**	**519,445**	**548,482**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Other Receivables	12-Month Budget 2024	12-Month Budget 2025
-	Advances (salary, Official Travel, etc)	-	-
-	Dishonoured cheques	-	-
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
1,703	Other	1,703	1,703
-	**Less: provision for doubtful debts**	-	-
1,703	**Total other receivables**	**1,703**	**1,703**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
1,703	Past due 1-30 days	1,703	1,703
	Past due 31-60 days		
	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
1,703	**Total**	**1,703**	**1,703**

NOTE 5: PREPAYMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
33,000	Accrued Prepayments	33,000	33,000
-	Prepaid Insurance	-	-
	Other		
33,000	**Total**	**33,000**	**33,000**

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

COST OF PROPERTY, PLANT AND EQUIPMENT

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		-	-	11,753	44,580	21,116	50,344				-			437,195	-	564,987
Additions					-	30,000	1,100				35,000			33,900		100,000
Disposals and Derecognisation						(13,776)										(13,776)
Revaluation																-
Transfers																-
Balance as at 31 December 2023	-	-	-	11,753	44,580	37,340	51,444	-	-	-	35,000	-	-	471,095	-	651,211

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	-	-	-	11,753	44,580	37,340	51,444	-	-	-	35,000	-	-	471,095	-	651,211
Additions				600,000	50,000	10,000								40,000		700,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2024	-	-	-	611,753	94,580	47,340	51,444	-	-	-	35,000	-	-	511,095	-	1,351,211

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	-	-	-	611,753	94,580	47,340	51,444	-	-	-	35,000	-	-	511,095	-	1,351,211
Additions					25,000	35,000								40,000		100,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2025	-	-	-	611,753	119,580	82,340	51,444	-	-	-	35,000	-	-	551,095	-	1,451,211

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023				11,753	23,977	17,200	41,882				-			298,929		393,741
Transfers																-
Impairment Reserve 2023 (closing balance)																-
Depreciation Expense 2023		-	-	-	2,814	8,581	4,019	-	-	-	2,333	-	-	30,182	-	47,929
Eliminate on Disposal or Derecognisation 2023						(13,776)										(13,776)
Balance as at 31 December 2023		-	-	11,753	26,791	12,005	45,901	-	-	-	2,333	-	-	329,111	-	427,894

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		-	-	11,753	26,791	12,005	45,901	-	-	-	2,333	-	-	329,111	-	427,894
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		-	-	107,456	12,000	18,000	3,000	-	-	-	7,000	-	-	34,000	-	181,456
Eliminate on Disposal or Derecognisation 2024																-
Balance as at 31 December 2024		-	-	119,209	38,791	30,005	48,901	-	-	-	9,333	-	-	363,111	-	609,350

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		-	-	119,209	38,791	30,005	48,901	-	-	-	9,333	-	-	363,111	-	609,350
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		-	-	106,456	15,000	17,000	2,000	-	-	-	7,000	-	-	34,000	-	181,456
Eliminate on Disposal or Derecognisation 2025																-
Balance as at 31 December 2025		-	-	225,665	53,791	47,005	50,901	-	-	-	16,333	-	-	397,111	-	790,806

Net Book value 31 December 2023	-	-	-	(0)	17,789	25,335	5,543	-	-	-	32,667	-	-	141,984	-	223,317
Net Book value 31 December 2024	-	-	-	492,544	55,789	17,335	2,543	-	-	-	25,667	-	-	147,983	-	741,861
Net Book value 31 December 2025	-	-	-	386,088	65,789	35,335	543	-	-	-	18,667	-	-	153,983	-	660,405

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	-		-
Additions	5,376		5,376
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2023	5,376	-	5,376

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	5,376	-	5,376
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2024	5,376	-	5,376

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	5,376	-	5,376
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2025	5,376	-	5,376

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023			-
Transfers			-
Impairment Reserve 2023 (closing balance)			-
Depreciation Expense 2023	1,232	-	1,232
Eliminate on Disposal or Derecognisation 2023			-
Balance as at 31 December 2023	1,232	-	1,232

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	1,232	-	1,232
Transfers			-
Impairment change 2024			-
Depreciation Expense 2024	1,344	-	1,344
Eliminate on Disposal or Derecognisation 2024			-
Balance as at 31 December 2024	2,576	-	2,576

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	2,576	-	2,576
Transfers			-
Impairment change 2025			-
Depreciation Expense 2025	1,344	-	1,344
Eliminate on Disposal or Derecognisation 2025			-
Balance as at 31 December 2025	3,920	-	3,920

Net Book value 31 December 2023	4,144	-	4,144

Net Book value 31 December 2024	2,800	-	2,800

Net Book value 31 December 2025	1,456	-	1,456

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
60,500	Creditors	64,500	65,500
	Creditors Ministries/Portfolios		
	Creditors other government agencies		
-	Non current Accounts payable	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
40,000	Accrued Expenses	40,000	40,000
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
1,450	Other payables	1,450	1,450
101,950	**Total trade payables other payables and accruals**	**105,950**	**106,950**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Annual Leave	-	-
125,000	Retirement and long service leave	125,000	125,000
-	Accrued salaries	-	-
-	Travel	-	-
-	Pension	-	-
-	Other salary related entitlements	-	-
125,000	**Total current portion**	125,000	125,000
	Non-current employee entitlements are represented by:		
	Retirement and long service leave		
125,000	**Total employee entitlements**	**125,000**	**125,000**

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
5,747,167	Outputs to Cabinet	6,233,343	6,581,784
5,747,167	**Total sales of goods and services**	**6,233,343**	**6,581,784**
	Sales of Outputs to Cabinet		
5,747,167	Sales of Outputs to Cabinet	6,233,343	6,581,784
5,747,167	**Total Sales of Outputs to Cabinet**	6,233,343	6,581,784
5,747,167	**Total Goods and Services**	**6,233,343**	**6,581,784**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
3,469,314	Salaries, wages and allowances	3,642,106	3,851,444
612,806	Health care	729,509	835,526
192,020	Pension	200,053	211,297
10,000	Leave	40,000	40,000
16,000	Other personnel related costs	21,000	21,000
4,300,139	**Total Personnel Costs**	**4,632,668**	**4,959,267**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
53,992	Supplies and Materials	48,500	48,500
242,213	Purchase of services	138,323	145,880
278,040	Lease of Property and Equipment	365,840	375,000
60,106	Utilities	69,204	71,604
-	General Insurance	-	-
7,508	Interdepartmental expenses	56,000	58,725
20,000	Travel and Subsistence	50,004	50,004
20,004	Recruitment and Training	20,004	20,004
366,000	Other	370,000	370,000
1,047,863	**Total Supplies & consumables**	**1,117,875**	**1,139,717**

NOTE 15: LITIGATION COST

12-Month Forecast 2023	Litagation Costs	12-Month Budget 2024	12-Month Budget 2025
350,004	Legal Fees	300,000	300,000
	Description		
350,004	**Total Litigation cost**	**300,000**	**300,000**

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	**Surplus/(deficit) from ordinary activities**	-	-
	Non-cash movements		
49,161	Depreciation expense	182,800	182,800
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
183,657	(Increase)/decrease in receivables - Other Government agencies	(40,514)	(25,000)
	(Increase)/decrease in receivables - SAGC's		
(19,403)	(Increase)/decrease in receivables - Other 3rd Party		
(68,414)	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
(263,357)	Increase/(decrease) in payables - Other 3rd Party	4,000	(3,037)
(118,356)	**Net cash flows from operating activities**	**146,286**	**154,763**

NOTE 20: COMMITMENTS

Type	One year or less	One to five Years	Over five Years	Total
Capital Commitments				
Property, plant and equipment				-
Other fixed assets				-
Other commitments (list separately if material)				-
Total Capital Commitments	-	-	-	-
Operating Commitments				
Non-cancellable accommodation leases	338,552	1,390,848		1,729,400
Other non-cancellable leases				-
Non-cancellable contracts for the supply of goods and services				-
Other operating commitments				-
Total Operating Commitments	338,552	1,390,848	-	1,729,400
Total Commitments	338,552	1,390,848	-	1,729,400

NOTE 21: RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
725,058	Salaries & other short-term employee benefits	728,635	733,136
	Past employee benefits		
	Other long-term benefits		
	Termination benefits		
	Loans		
725,058	**Total**	**728,635**	**733,136**

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JUDICIAL ADMINISTRATION

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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

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APPENDIX: FORECAST FINANCIAL STATEMENTS

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STATEMENT OF THE CHIEF JUSTICE

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2024 and 2025 financial years.

Honourable Justice Margaret Ramsay-Hale
Chief Justice of the Cayman Islands

Judicial Administration

31 December 2023

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.

Suzanne Bothwell
Chief Officer and Court Administrator

Judicial Administration

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Judiciary is one of three separate arms of Government. Its function is to administer the law independently of the Executive and the Legislative arms of Government; an independence that is safeguarded in the Constitution of the Cayman Islands.

The Judiciary is comprised of the following jurisdictions in ascending order within the hierarchy of the courts: The Summary Court, The Grand Court, The Court of Appeal, and the Privy Council. The Judicial Administration provides administrative support to the judiciary and court operations.

Scope of Activities

Court Operations

- Hearing of all court cases
- Register all filings/actions
- Case management support services
- Scheduling cases and rostering judges
- Managing documents and exhibits
- Recording and transcribing evidence
- Undertaking functions prescribed by statute
- Dealing with enquiries from parties and their lawyers
- Maintaining Registers of Attorneys, Firms, Justices of the Peace
- Maintenance of Public Registers pursuant to the Grand Court Rules
- Bailiff Services
- Court Protective Services through RCIPS

Financial Management

- Collection of court fees/fines
- Collection of professional fees: legal practitioner, notary public, and law firm operational license fees
- Enforcement of judgments of the Courts on behalf of Judgment creditors
- Disbursements relating to the Legal Aid fund
- Collection of forfeited funds

Legal Aid Services

- Administration of the Legal Aid Fund
- Provision of legal representation for persons eligible under the Legal Aid Act
- Legal Aid Clinic

Customers and Location of Activities

Judicial Administration provides support to the Chief Justice, the President and Members of the Court of Appeal, Grand Court Judges, the Chief Magistrate and Magistrates. The services provided by the Judicial Administration are provided to members of the Legal Profession, the Police, other Government Agencies, and the public of the Cayman Islands and abroad. Services are provided from the Law Courts at Heroes Square, Kirk House, and Cardinal Avenue, and increasingly, through the judicial website.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Judicial Administration in the 2024 and 2025 financial years are as follows:

- Ensure optimum use of Government resources so that costs are reduced as much as possible whilst increasing efficiencies
- Continue ongoing technological modernisation of the Courts system
- Implementation of a Court Excellence Framework
- Enhancement of the Risk Management Framework
- Digitisation of Court Records and Records Management
- Physical Infrastructure Court House improvements
- Continuation of the Court Database System Implementation
- Implementation of an Interagency Online Traffic Ticketing system in conjunction with RCIPS

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Judicial Administration for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
REVENUE FROM CABINET	13,301	13,346	13,452
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	26	27	28
OPERATING EXPENSES	13,327	13,373	13,480
OPERATING SURPLUS/DEFICIT	**-**	**-**	**-**
NET WORTH	**3,865**	**4,400**	**3,264**
CASH FLOWS FROM OPERATING ACTIVITIES	290	285	(644)
CASH FLOWS FROM INVESTING ACTIVITIES	(601)	(534)	(1057)
CASH FLOWS FROM FINANCING ACTIVITIES	601	534	667
CHANGE IN CASH BALANCES	290	285	(1,034)

FINANCIAL PERFORMANCE RATIO	2024 1 Jan to 31 Dec 2024 %	2025 1 Jan to 31 Dec 2025 %	2023 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	4.95:1	5.59:1	4.32:1
TOTAL ASSETS : TOTAL LIABILITIES	9.31:1	10.46:1	8.02:1

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	107	109	106
STAFF TURNOVER (%)			
MANAGERS	7	6	16
PROFESSIONAL AND TECHNICAL STAFF	3	3	2
CLERICAL AND LABOURER STAFF	5	5	6
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	10	10	10
PROFESSIONAL AND TECHNICAL STAFF	8	8	8
CLERICAL AND LABOURER STAFF	7	7	7
CHANGES TO PERSONNEL MANAGEMENT SYSTEM			New HR system rolled out by PoCS

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2042 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	4,978	5,512	4,376
ASSET REPLACEMENTS : TOTAL ASSETS	-	-	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	-	-	-
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	-	-	-
CHANGES TO ASSET MANAGEMENT POLICIES	-	-	-

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
NONE	-	-	-
TOTAL	**NIL**	**NIL**	**NIL**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of key personnel – unable to maintain a motivated and high performing staff	Unchanged	• Develop training plans for the various divisions • Provide personal development opportunities • Conduct regular performance feedback • Job description review and evaluation • Staff engagement	Unknown
Hurricane or other damage and/or loss of confidential documents/exhibits and the inability of the courts to operate fully	Unchanged	• Maintenance of strong-room and vault • Back-up computer disks • Involve staff in good practice for securing documents	Unknown
Unauthorised disclosure of sensitive information	Unchanged	• Ensure protocols are in place for dealing with data breaches • Train staff on data protection • Monitor firewalls • Adequate systems installed to eliminate cyberattacks	Unknown
New Court database implementation	More modules coming on stream	• Complete implementation • Conduct testing • Conduct training • Ensure proper controls are in place	Unknown
Financial resources are not adequate to enable the Entity to effectively deliver its outputs	Unchanged	• Develop a strategy to advocate the position of the Entity • Develop a strategy for operations, including the workforce planning • Work with other Entities to explore shared services e.g. RCIPS	Unknown
Compromised continuity of ongoing operations	Unchanged	• Update business continuity plan on regular basis and provide to staff • Increase security of physical access to the office and restricted areas • Ensure improved confidentiality and security of electronic data	Unknown

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Volume of work exceeds capacity to manage it	Court room construction completed in 2023	• Seek ways to improve efficiencies • Seek ways to reduce number of cases needing to come to court (including promotion of ADR) • Provide a new court facility • Increase the number of Judges and Magistrates	Unknown

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
EQUITY INVESTMENT FROM CABINET INTO THE JUDICIAL ADMINISTRATION	601	534	1,057
TOTAL	**601**	**534**	**1,057**

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PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

JUD 1	Support of the Judiciary

DESCRIPTION

Support to the Judiciary, involving:

- Secretarial, correspondence, transcripts, listing and support for cases and appeals to the Chief Justice and the Judiciary
- Compiling statistics for Chief Justice and Economic and Statistics Office of the previous year
- Order Law Reports and relevant material for the comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of judgments prepared	205	208	200
• Number of statistical reports	1	1	1
• Number of transcripts	35-38	38-40	33-36
• Number of Act Reports, Journals and Reference Books	5,600-5,800	5,800-6,000	5,300-5,500
QUALITY			
• Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions	100%	100%	100%
• Statistical reports are accurate and subject to peer review	100%	100%	100%
• Transcripts of trials and hearings prepared accurately and based on Judges/Magistrates directions	100%	100%	100%
• Order Act Reports, catalogue material, reference books and track books borrowed from Library	100%	100%	95%
TIMELINESS			
• Judgements are prepared in accordance with Judges request	100%	100%	100%
• Statistic report available by 1 January annually	100%	100%	100%
• Transcripts are prepared within 2-4 weeks of appeals being lodged	100%	100%	100%
• Library opens 9:00am – 5:00pm on Monday-Friday	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$3,269,949**	**$3,298,125**	**$3,370,882**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

JUD 2	Collection of Revenue

DESCRIPTION

The collection and receipting of Revenue in accordance with Acts and court orders for Court Fines, Traffic Tickets, Court Fees, Notary Public Fees, Bailiff Fees, Legal Practitioners Fees, and Law Firm Operational Licenses.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of receipts issued	16,000-22,000	16,000-22,000	15,000-20,000
QUALITY			
• Amount receipted equates to funds received	100%	100%	100%
• Funds received posted to IRIS	100%	100%	100%
TIMELINESS			
• Money received and deposited to the bank within one working day	100%	100%	100%
• Money posted IRIS by the end of the current month	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$1,001,626**	**$1,004,663**	**$1,014,682**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

JUD 7	Legal Aid Certificates

DESCRIPTION

Providing services required under the Legal Aid Act including the grant or refusal and issuing of Legal Aid Certificates for Criminal and Civil cases and the Taxation Certificates for Legal Aid bills submitted for payment.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Legal Aid Certificates Issued	1,700-2,900	1,800-3,000	1,600-2,800
• Legal Aid Taxation Certificates Issued	2,000-3,000	2,100-3,200	2,000-2,800
QUALITY			
• Certificates issued and signed by authorized Officer in accordance with Legal Aid Act	100%	100%	100%
• Taxation Certificates processed and signed by the Clerk of the Court or Taxation Officer in accordance with the Legal Aid Act and Practice Direction	100%	100%	100%
TIMELINESS			
• Legal Aid notification certificate issued and sent out within 2 to 5 working days	100%	100%	100%
• Taxation Certificate issued within 5 to 7 working days	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$939,812**	**$941,001**	**$945,606**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

JUD 13	Court Funds Trust Operations

DESCRIPTION

Collection (receipting) and distribution (payments) made of funds receipted in the Court Funds System for Family Support, Court Trust, Compensations, Cash Bonds, and Nominated Accounts as prescribed by court order(s).

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of receipts issued	7,500-8,000	8,000-8,500	7,000-7,500
• Number of payments issued	7,300-7,900	7,900-8,400	6,800-7,300
• Number of nominated accounts	100-120	120-135	90-100
QUALITY			
• Amount receipted equates to funds received	100%	100%	100%
• Payments processed in accordance with Court orders	100%	100%	100%
TIMELINESS			
• Money received and deposited to the bank within one working day	100%	100%	100%
• Payments processed in a timely manner and in accordance with Court rules or policies	100%	100%	100%
LOCATION			
• Grand Cayman and Cayman Brac	100%	100%	100%
COST	**$707,860**	**$710,709**	**$717,698**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

JUD 15	Support for the Conduct of Civil Proceedings

DESCRIPTION

Administrative Support for the Conduct of Civil proceedings, involving:

- Receiving and filing legal documents relating to cases in the Grand (including Financial Services Division and Family Proceedings) and Summary Courts
- Preparing Appeal Bundles
- Issuing civil summonses and bail bonds
- Maintenance of Originating Process, Registers of Attorneys, Notaries Public and Justices of the Peace
- Servicing and enforcement of court documents including writs, petitions, originating summonses, foreign process, warrants of execution
- Administration of the Maintenance and Affiliation Act (child and spouse support) involving; processing of applications, processing Court Orders, following-up delinquent payers and processing and issuing Attachment of Earnings Orders
- Provide Court Room services by ushering Judges and Magistrates in and out of the Courts, swearing in witnesses, keeping order in Court, ensuring that the files are available for the particular court

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of files prepared	530-557	557-586	500-515
• Number of Gazette Notices prepared	228-239	239-251	94-96
• Number of Civil appeals registered/prepared	39-42	42-45	37-38
• Number of Grand Court cases registered/prepared	269-283	283-297	255-262
• Number of Court documents served	183-193	193-203	177-180
• Number of Maintenance matters registered/prepared	81-85	85-89	77-79
• Number of Summary cases registered/processed	248-260	260-273	234-241
• Number of Divorce cases processed	353-370	370-388	318-327
• Number of Probate and Administration registered/processed	216-228	228-239	204-210
• Number of Financial Service Division cases registered/processed	385-404	396-416	185-385
• Number of Foreign Process registered/processed	123-133	133-140	117-120
• Number of Domestic Violence registered/processed	18-22	22-25	14-16
QUALITY			
• Appeal bundles prepared in accordance with the relevant Act	100%	100%	100%
• Court documents: to be served and executed in accordance with the rules of the relevant court and convention	100%	100%	100%
• Administration of the Maintenance and Affiliation Act (child and spouse support) summonses prepared accurately and in accordance with the relevant Acts and procedures	100%	100%	100%
TIMELINESS			
• Files prepared within 2-5 working days based on urgency	100%	100%	100%
• Bundles prepared before the relevant court session	100%	100%	100%
• Court documents served within 14 days	100%	100%	100%
• Summonses for child and spousal support issued within one week	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$3,484,313**	**$3,488,687**	**$3,505,713**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

Note: The total cost of supplying this output in 2024 is $3,510,313 and in 2025 is $3,515,687. However, revenue of $26,000 and $27,000 from third parties reduces the cost to Cabinet to $3,484,313 and $3,488,687 respectively.

JUD 16	Support for the Conduct of Criminal and traffic Proceedings

DESCRIPTION

Administrative Support for the Conduct of Criminal and Traffic proceedings, involving:

- Courtroom Operations — overseeing courtroom, staff; recording the minutes of court proceedings; issuing court rulings, notices and forms; assigning and training staff; ensuring minutes are captured and recorded; processing documents, filings and exhibits presented in court; issuing court orders; operating automated case management, recording systems and other technologies, and interacting with the court's customers.
- Records — establishing records management policies and overseeing/managing the records of the court, including case, financial, and personnel records, in a manner that is consistent with statutes related to privacy, security, and retention.
- Filings, Fines, Fees and Exhibits — accepting, processing, and managing case related filings, fee collection, records, and exhibits.
- Probation Services — consisting of a variety of ordered actions. Probation services may be provided for adult or youth offenders.
- Problem-solving courts and Specialty Dockets — seeking to promote outcomes that will benefit not only the offender, but the victim and society as well using collaborate, innovative approaches to addressing offenders' problems, including drug abuse, mental illness, and domestic violence.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of Criminal charges registered	3,000-3,500	2,000- 3,000	1,000-2,000
• Number of traffic matters registered	4,000-5,000	3,000-4,000	1,000-3,000
• Number of traffic tickets registered	9,000-10,000	8,000-9,000	5,000-7,000
• Number of indictments registered	50-200	50-200	150-200
• Number of Drug Court Cases registered	50-100	50-100	40-70
• Number of Summary Court Appeal cases registered	40-100	40-75	40-60
• Number of Domestic Violence cases registered	60-200	60-100	50-75
• Number of Cayman Brac Criminal and Traffic cases registered	40-80	40-60	25-30
• Number of Coroners cases registered	60-80	60-75	45-60
• Number of Mental Health matters registered	100-200	100-150	75-100
• Number of Youth criminal and Traffic cases registered	50-100	50-80	50-70
QUALITY			
• Issuing Summonses in accordance of Court Rules	100%	100%	100%
• Processing court orders accurately	100%	100%	100%
• Timely completion of court transcripts.	100%	100%	100%
• Providing adequate court room services	100%	100%	100%

TIMELINESS			
• Charges and Summonses filed within 1-5 working days based on urgency	100%	100%	100%
• Registered tickets within 24 hours to allow online payments	100%	100%	100%
• Register indictments within 24 hours for transmission to the Grand Court	100%	100%	100%
• Transfer Drug Rehabilitation cases before each Thursday	100%	100%	100%
• Transfer Domestic Violence cases before each court session	100%	100%	100%
• Register Youth matters before each Friday court session	100%	100%	100%
• Coroner's certificates issued within five working days after Jury verdict and processing autopsy requests within 24 hours.	100%	100%	100%
• Register Cayman Brac matters before monthly hearing date	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$3,477,542**	**$3,481,274**	**$3,471,398**
RELATED BROAD OUTCOME:			
• Improve the Quality of Life for Caymanians			

JUD 17	Support for the Drug Rehabilitation Court

DESCRIPTION

Administration and support for the conduct of Drug Rehabilitation Court (DRC) proceedings, involving:

- Processing applications
- Receiving and filing legal documents relating to cases
- Preparing pre-court and courtroom materials and reports
- Issuing summonses and bail bonds
- Maintenance of registers of DRC participants
- Conducting Urine Analysis (U/A) Random protocol and Courtroom U/A testing. Administering observed urine tests for drug use on–site and conducting random protocol phone-in programme, which involves random selection of clients to be sent to the forensic laboratory for urine testing
- Programme coordination and monitoring
- Provide court room services by ushering Magistrates in and out of the court and keep order in the court. Ensure that all files are available for the Magistrate

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of DRC applications processed	50-70	50-70	40-50
• Number of DRC Provisional Orders made	40-70	40-70	35-40
• Number of DRC Prescribed Treatment Programme Orders Made	40-60	40-60	30-40
• Number of DRC graduates	35-50	35-50	30-40
• Number of U/A's	2,500-3,000	2,500-3,000	2,000-2,500
• Number of DRC Team meeting	55-65	55-65	55-65
QUALITY			
• Applications processed in accordance with the Drug Rehabilitation Court Act for consideration by the DRC Team	95%	95%	80%
• Orders signed and issued in accordance with the Rules of Court	100%	100%	95%
• Assessment for suitability completed within the 30-day provisional period. The treatment provider and the probation officer must interview clients and provide an assessment on whether the client is suitable to participate in the programme. This assessment must be completed within 30 days while the client is on a provisional order of the court	100%	100%	95%
• Client progress is assessed before advancement to next phase of programme. Progress reports must be reviewed before a client can move to the next phase of the programme	95%	95%	90%
• Client meets all the requirements for graduation as set out in Rule of Court. Criteria for graduation are prescribed in the Rules of the Court Client must meet the criteria if he/she is to be considered for graduation	100%	100%	100%
TIMELINESS			
• Applications processed within 14 days	95%	95%	90%
• DRC materials and reports prepared before the relevant court session	95%	95%	90%
• Orders processed within two working days	95%	95%	90%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	**$420,135**	**$421,791**	**$425,546**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians

CAYMAN ISLANDS GOVERNMENT

JUDICIAL ADMINISTRATION

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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and

c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Suzanne Bothwell

Chief Officer and Court Administrator

Judicial Administration

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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JUDICIAL ADMINISTRATION

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Judicial Administration.*

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 2024 and 2025.

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.

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.

JUDICIAL ADMINISTRATION

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
515,945	Cash and cash equivalents	1	774,709	1,009,355
	Marketable securities and deposits			
1,320,960	Trade receivables	2	1,339,850	1,393,857
6,500	Other receivables	2	6,500	6,500
-	Inventories	3	-	-
-	Investments	4	-	-
165,000	Prepayments	5	180,000	190,000
2,008,405	**Total Current Assets**		**2,301,059**	**2,599,712**
	Non-Current Assets			
-	Trade receivables	2	-	-
-	Other receivables	2	-	-
	Inventories	3		
	Investments	4		
	Prepayments	5		
641,607	Intangible Assets	6	672,158	702,710
1,079,054	Property, plant and equipment	6	1,357,349	1,562,145
1,720,661	**Total Non-Current Assets**		**2,029,508**	**2,264,855**
3,729,066	**Total Assets**		**4,330,566**	**4,864,566**
	Current Liabilities			
25,000	Trade payables	7	25,000	25,000
340,000	Other payables and accruals	7	340,000	340,000
-	Unearned revenue	8	-	-
100,000	Employee entitlements	9	100,000	100,000
-	Repayment of surplus		-	-
465,000	**Total Current Liabilities**		**465,000**	**465,000**
	Non-Current Liabilities			
	Trade payables	7		
	Other payables and accruals	7		
	Unearned revenue	8		
-	Employee entitlements	9	-	-
-	**Total Non-Current Liabilities**		-	-
465,000	**Total Liabilities**		**465,000**	**465,000**
3,264,066	**Net Assets**		**3,865,566**	**4,399,566**
	NET WORTH			
4,552,552	Contributed capital		5,154,052	5,688,052
-	Other Reserves		-	-
-	Revaluation reserve		-	-
(1,288,486)	Accumulated surpluses/(deficits)		(1,288,486)	(1,288,486)
3,264,066	**Total Net Worth**		**3,865,566**	**4,399,566**

JUDICIAL ADMINISTRATION

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
13,479,493	Sale of goods and services	10	13,327,237	13,373,250
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
13,479,493	**Total Revenue**		**13,327,237**	**13,373,250**
	Expenses			
9,254,040	Personnel costs	13	10,009,316	10,440,286
3,931,800	Supplies and consumables	14	3,024,268	2,633,311
292,653	Depreciation & Amortisation	6	292,653	298,653
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
-	Litigation costs	15	-	-
-	Other expenses		-	-
1,000	Other Gains and Losses	16	1,000	1,000
13,479,493	**Total Expenses**		**13,327,237**	**13,373,250**
-	**Surplus or (Deficit) for the period**		**-**	**-**

JUDICIAL ADMINISTRATION

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
12,832,175	Outputs to Cabinet		13,313,761	13,342,499
-	Outputs to other government agencies		-	-
27,870	Sale of goods and services - third party		26,000	27,000
-	Interest received		-	-
	Donations / Grants		-	-
-	Other receipts		-	-
	Payments			
(9,147,819)	Personnel costs		(10,009,316)	(10,440,286)
(4,354,784)	Supplies and consumables		(3,039,268)	(2,643,311)
	Interest paid		-	-
(1,000)	Other payments		(1,000)	(1,000)
(643,558)	**Net cash flows from operating activities**		**290,177**	**284,902**
	CASH FLOWS FROM INVESTING ACTIVITIES			
(1,057,456)	Purchase of property, plant and equipment		(601,500)	(534,000)
-	Proceeds from sale of property, plant and equipment		-	-
(1,057,456)	**Net cash flows from investing activities**		**(601,500)**	**(534,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
1,057,456	Equity Investment from Org 40		601,500	534,000
(390,889)	Repayment of Surplus to Org 40		-	-
666,567	**Net cash flows from financing activities**		**601,500**	**534,000**
(1,034,447)	**Net increase/(decrease) in cash and cash equivalents**		**290,177**	**284,902**
1,550,393	Cash and cash equivalents at beginning of period		515,945	806,122
515,945	**Cash and cash equivalents at end of period**	1	**806,122**	**1,091,024**

JUDICIAL ADMINISTRATION

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	4,277,552			(1,288,586)	2,988,967
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2022	4,277,552	-	-	(1,288,586)	2,988,967
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	275,000				275,000
Capital withdrawals by Cabinet				100	100
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	275,000	-	-	100	275,100
Surplus/(deficit)for the period 2023				-	-
Total recognised revenues and expenses for the period	275,000	-	-	100	275,100
Balance at 31 December 2023 carried forward	4,552,552	-	-	(1,288,486)	3,264,066

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	4,552,552	-	-	(1,288,486)	3,264,066
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	4,552,552	-	-	(1,288,486)	3,264,066
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	601,500				601,500
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	601,500	-	-	-	601,500
Surplus/(deficit)for the period 2024				-	-
Total recognised revenues and expenses for the period	601,500	-	-	-	601,500
Balance at 31 December 2024 carried forward	5,154,052	-	-	(1,288,486)	3,865,566

JUDICIAL ADMINISTRATION

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	5,154,052	-	-	(1,288,486)	3,865,566
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	5,154,052	-	-	(1,288,486)	3,865,566
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet	534,000				534,000
Capital withdrawals by Cabinet				-	-
Net revenue / expenses recognised directly in net worth	534,000	-	-	-	534,000
Surplus/(deficit)for the period 2025				-	-
Total recognised revenues and expenses for the period	534,000	-	-	-	534,000
Balance at 31 December 2025	5,688,052	-	-	(1,288,486)	4,399,566

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
850	Cash on hand (IRIS Confirmation Account/Petty Cash)	850	850
-	Cash in transit (IRIS Remittance Account)	-	-
395,095	CI$ Operational Current Account held at Royal Bank of Canada	685,272	970,174
100,000	US$ Operational Current Account held at Royal Bank of Canada	100,000	100,000
20,000	Payroll Current Account held at Royal Bank of Canada	20,000	20,000
-	Bank Accounts held at other financial institutions ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
515,945	**TOTAL**	**806,122**	**1,091,024**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
-	Sale of goods and services	-	-
1,120,960	Outputs to Cabinet	1,108,436	1,112,187
200,000	Outputs to other government agencies	200,000	200,000
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
1,320,960	**Total trade receivables**	**1,308,436**	**1,312,187**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
1,215,284	Past due 1-30 days	1,308,436	1,312,187
66,048	Past due 31-60 days		
39,629	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
1,320,960	**Total**	**1,308,436**	**1,312,187**

NOTE 2: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Forecast 2023	Other Receivables	12-Month Budget 2024	12-Month Budget 2025
-	Advances (salary, Official Travel, etc)	-	-
-	Dishonoured cheques	-	-
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
6,500	Other	6,500	6,500
-	**Less: provision for doubtful debts**	-	-
6,500	**Total other receivables**	**6,500**	**6,500**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
6,500	Past due 1-30 days	6,500	6,500
	Past due 31-60 days		
	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
6,500	**Total**	**6,500**	**6,500**

NOTE 5: PREPAYMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
165,000	Accrued Prepayments	180,000	190,000
-	Prepaid Insurance	-	-
	Other		
165,000	**Total**	**180,000**	**190,000**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

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*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		170,840	-	-	185,398	573,439	381,732				112,566			1,473,021	-	2,896,997
Additions					40,000	260,000	257,500				35,000					592,500
Disposals and Derecognisation																-
Revaluation																-
Transfers						17,634								10,630		28,264
Balance as at 31 December 2023	-	170,840	-	-	225,398	851,074	639,232	-	-	-	147,566	-	-	1,483,651	-	3,517,762

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	-	170,840	-	-	225,398	851,074	639,232	-	-	-	147,566	-	-	1,483,651	-	3,517,762
Additions				84,000	40,000	395,000	12,500									531,500
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2024	-	170,840	-	84,000	265,398	1,246,074	651,732	-	-	-	147,566	-	-	1,483,651	-	4,049,262

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	-	170,840	-	84,000	265,398	1,246,074	651,732	-	-	-	147,566	-	-	1,483,651	-	4,049,262
Additions				84,000	40,000	335,000	5,000									464,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2025	-	170,840	-	168,000	305,398	1,581,074	656,732	-	-	-	147,566	-	-	1,483,651	-	4,513,262

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		130,636			130,181	270,910	277,080				59,048			1,317,649		2,185,503
Transfers																-
Impairment Reserve 2023 (closing balance)																-
Depreciation Expense 2023		8,622	-	-	14,311	146,854	51,253	-	-	-	5,946	-	-	26,219	-	253,204
Eliminate on Disposal or Derecognisation 2023																-
Balance as at 31 December 2023		139,258	-	-	144,491	417,764	328,332	-	-	-	64,995	-	-	1,343,867	-	2,438,708

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		139,258	-	-	144,491	417,764	328,332	-	-	-	64,995	-	-	1,343,867	-	2,438,708
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		8,622	-	-	14,311	146,854	51,253	-	-	-	5,946	-	-	26,219	-	253,204
Eliminate on Disposal or Derecognisation 2024																-
Balance as at 31 December 2024		147,880	-	-	158,802	564,618	379,585	-	-	-	70,941	-	-	1,370,086	-	2,691,912

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		147,880	-	-	158,802	564,618	379,585	-	-	-	70,941	-	-	1,370,086	-	2,691,912
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		8,622	-	-	14,311	151,854	51,753	-	-	-	5,946	-	-	26,719	-	259,204
Eliminate on Disposal or Derecognisation 2025																-
Balance as at 31 December 2025		156,502	-	-	173,113	716,472	431,338	-	-	-	76,888	-	-	1,396,805	-	2,951,116

Net Book value 31 December 2023	-	31,583	-	-	80,907	433,310	310,900	-	-	-	82,571	-	-	139,784	-	1,079,054

Net Book value 31 December 2024	-	22,961	-	84,000	106,596	681,456	272,147	-	-	-	76,625	-	-	113,565	-	1,357,349

Net Book value 31 December 2025	-	14,339	-	168,000	132,285	864,602	225,394	-	-	-	70,678	-	-	86,847	-	1,562,145

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	274,237		274,237
Additions	464,956		464,956
Disposals and Derecognisation			-
Revaluation			-
Transfers	119,260		119,260
Balance as at 31 December 2023	858,452	-	858,452

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	858,452	-	858,452
Additions	70,000		70,000
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2024	928,452	-	928,452

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	928,452	-	928,452
Additions	70,000		70,000
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2025	998,452	-	998,452

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	177,397		177,397
Transfers			-
Impairment Reserve 2023 (closing balance)			-
Depreciation Expense 2023	39,449	-	39,449
Eliminate on Disposal or Derecognisation 2023			-
Balance as at 31 December 2023	216,846	-	216,846

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	216,846	-	216,846
Transfers			-
Impairment change 2024			-
Depreciation Expense 2024	39,449	-	39,449
Eliminate on Disposal or Derecognisation 2024			-
Balance as at 31 December 2024	256,294	-	256,294

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	256,294	-	256,294
Transfers			-
Impairment change 2025			-
Depreciation Expense 2025	39,449	-	39,449
Eliminate on Disposal or Derecognisation 2025			-
Balance as at 31 December 2025	295,743	-	295,743

Net Book value 31 December 2023	641,607	-	641,607

Net Book value 31 December 2024	672,158	-	672,158

Net Book value 31 December 2025	702,710	-	702,710

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Creditors	-	-
25,000	Creditors Ministries/Portfolios	25,000	25,000
	Creditors other government agencies		
-	Non current Accounts payable	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
340,000	Accrued Expenses	340,000	340,000
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
-	Other payables	-	-
365,000	**Total trade payables other payables and accruals**	**365,000**	**365,000**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Annual Leave	-	-
100,000	Retirement and long service leave	100,000	100,000
-	Accrued salaries	-	-
-	Travel	-	-
-	Pension	-	-
-	Other salary related entitlements	-	-
100,000	**Total current portion**	**100,000**	**100,000**
	Non-current employee entitlements are represented by: Retirement and long service leave		
100,000	**Total employee entitlements**	**100,000**	**100,000**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 10: SALES OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
13,451,525	Outputs to Cabinet	13,301,237	13,346,250
12,000	General sales	10,000	10,000
15,968	Rentals	16,000	17,000
13,479,493	**Total sales of goods and services**	**13,327,237**	**13,373,250**
12,000	Sale Of Laws	10,000	10,000
12,000	**Total General Sales**	10,000	10,000
	Rentals		
15,968	Rentals - Other Properties	16,000	17,000
15,968	**Total Rentals**	16,000	17,000
	Sales of Outputs to Cabinet		
13,451,525	Sales of Outputs to Cabinet	13,301,237	13,346,250
13,451,525	**Total Sales of Outputs to Cabinet**	13,301,237	13,346,250
13,479,493	**Total Goods and Services**	**13,327,237**	**13,373,250**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
7,036,281	Salaries, wages and allowances	7,561,775	7,780,652
1,780,966	Health care	2,000,584	2,193,245
396,793	Pension	412,957	425,890
10,000	Leave	10,000	10,000
30,000	Other personnel related costs	24,000	30,500
9,254,040	**Total Personnel Costs**	**10,009,316**	**10,440,286**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
306,500	Supplies and Materials	161,316	161,316
1,946,300	Purchase of services	1,457,768	1,116,811
690,000	Lease of Property and Equipment	691,000	691,000
850,000	Utilities	568,000	518,000
-	General Insurance	-	-
30,500	Interdepartmental expenses	54,584	54,584
20,000	Travel and Subsistence	10,000	10,000
60,000	Recruitment and Training	50,000	50,000
28,500	Other	31,600	31,600
3,931,800	**Total Supplies & consumables**	**3,024,268**	**2,633,311**

NOTE 16: GAINS / (LOSSES)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Net (gain) / loss on disposal of property, plant and equipment, revaluation	-	-
-	Gain/Loss on Derecognition of Assets	-	-
1,000	Net (gain) / loss on foreign exchange Transactions	1,000	1,000
1,000	**Total gains/ (losses)**	**1,000**	**1,000**

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	**Surplus/(deficit) from ordinary activities**	-	-
	Non-cash movements		
292,653	Depreciation expense	292,653	298,653
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
(44,000)	(Increase)/decrease in receivables - Other Government agencies	12,524	(3,751)
	(Increase)/decrease in receivables - SAGC's		
20,000	(Increase)/decrease in receivables - Other 3rd Party	(15,000)	(10,000)
(106,000)	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
(22,000)	Increase/(decrease) in payables - Other 3rd Party		
140,653	**Net cash flows from operating activities**	**290,177**	**284,902**

NOTE 20: COMMITMENTS

Type	One year or less	One to five Years	Over five Years	Total
Capital Commitments				
Property, plant and equipment				-
Other fixed assets				-
Other commitments (list separately if material)				-
Total Capital Commitments	-	-	-	-
Operating Commitments				
Non-cancellable accommodation leases	580,434	30,576		611,010
Other non-cancellable leases				-
Non-cancellable contracts for the supply of goods and services				-
Other operating commitments				-
Total Operating Commitments	580,434	30,576	-	611,010
Total Commitments	580,434	30,576	-	611,010

NOTE 21: RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
1,387,447	Salaries & other short-term employee benefits	1,395,757	1,458,721
	Past employee benefits		
	Other long-term benefits		
	Termination benefits		
	Loans		
1,387,447	**Total**	1,395,757	1,458,721

OFFICE OF THE COMMISSIONER OF POLICE

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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 2024 and 2025 financial years.

Honourable Juliana O'Connor-Connolly, MP
Premier

Office of the Commissioner of Police

31 December 2023

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.

Kurt Walton
Chief Officer

Office of the Commissioner of Police

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Office of the Commissioner of Police (OCP) consists of three departments, Cayman Islands Coast Guard (CICG), OCP Administration and Police Services (RCIPS).

The head of the OCP serves as both Commissioner of Police and Chief Officer, reporting to the Governor, Deputy Governor and the Premier, The Honourable Wayne Panton, as the Minister with responsibility for the OCP. The OCP provides policy advice to the Minister on matters relating to law enforcement; contributing to national security, maritime border control, and to the overall well-being of the community through effective policing and law enforcement.

The RCIPS services include community policing and outreach, child protection via the Multi Agency Safeguarding Hub (MASH), traffic safety and enforcement, emergency response (unarmed or armed), air patrols and Medevac, criminal investigations including cybercrimes and anti-money laundering, intelligence, drug and firearm interdiction, police clearances, security and firearm licensing, finance, human resources, business administration, estate management, information technology, fleet and stores management, media and communications and strategic management.

The CICG is responsible for ensuring that maritime safety and security of the Cayman Islands is preserved, and ensures that a dedicated and coordinated response is available to render assistance to persons, or vessels in distress or danger, within its internationally designated Search and Rescue Region (SRR).

The CICG also provides technical support and advice to investigative entities such as the Royal Cayman Islands Police Service, Customs and Border Control, The Department of Environment, and the Department of Commerce and Investment relative to incidents which may occur in the maritime domain, and for which they have investigative primacy.

As part of its responsibility to ensure the maritime safety of the Islands, the CICG works closely with the Port Authority to ensure that all vessels and their operators are in compliance with local boating safety regulations, and where necessary, make recommendations on legislative changes which will enhance the safety of boat operators and persons engaged in either commercial or private, recreational activity, on or in the water.

The OCP administrative arm includes the Finance, Human Resources, and all other administrative services set up to give support to the CICG and the RCIPS. Also, included in this department is the Business Centre which provides Police Clearance Certificates (PCC), Traffic Clearance, Fingerprint, Security and Firearms Licensing, Reference Letters, and Police Reports (Comprehensive, Lost Property, and Accident).

Scope of Activities

Owing to the geography and small size of the jurisdiction, the OCP is mandated to provide several aspects of security and safety in addition to regular policing, such as national security and border control, marine search-and-rescue, and the detection and disruption of illicit maritime activity by:

- Providing for the maintenance and enforcement of law and order, the preservation of the peace, the protection of life and property, disaster management, the prevention and detection of crime and the apprehension, and submittal for the prosecution of offenders.
- Providing effective and efficient administration, implementation, and enforcement of the Police Act and Regulations.
- Preserving the maritime safety and security of the Cayman Islands.

- Providing an effective and efficient maritime search and rescue service to persons within our assigned search and rescue region.
- Reducing the illicit maritime movement of persons, drugs, weapons and other items.

Customers and Location of Activities

Customers of the OCP include residents, public and private organizations, public servants, visitors, as well as the other British Overseas Territories.

The OCP provides services on Grand Cayman, Cayman Brac and Little Cayman and may also be deployed to the Overseas Territories as and when required. Maritime safety and security services extend out to over 100 nautical miles of the Islands.

2. STRATEGIC OWNERSHIP GOALS

The Office of the Commissioner of Police strives to operate in furtherance of the Cayman Islands Government's Broad Outcome 3: "Providing solutions to improve the well-being of our people so they can achieve their full potential."

The Key Strategic Ownership Goals for the Office of the Commissioner of Police in the 2024 and 2025 financial years as follows:

Our Vision

- Making the Cayman Islands Safer
- To Provide a World Class Coast Guard Service to the people of the Cayman Islands

Our Mission

- Working with our communities, working for our communities
- To save the lives of those in distress or danger. To protect our Islands from all maritime threats; either foreign or domestic.

Our Style

- Friendly
- Fair and Firm delivered with **R**espect, **C**ourtesy, **I**ntegrity, **P**rofessionalism, **S**ervice

Our Goals

- Understanding the threats
- Securing the Cayman Islands
- Ensuring safer communities
- Delivering a professional policing service
- Ensuring the safety of our maritime domain users
- Reducing instances of illicit maritime activity in and around the Islands

Our Priorities

- Protecting the vulnerable
- Addressing community concerns
- Relentlessly tackling the perpetrators of crime
- Targeting illegal commodities
- Terrorism
- Emergency and Disaster management
- Support for operational policing
- Ensure the maritime safety of all persons and vessels operating within the territorial waters of the Cayman Islands and within our internationally designated maritime search and rescue region (SRR
- Detect and disrupt the illicit maritime movement of persons and goods within our territorial waters, and on the high seas surrounding our Islands

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Office of the Commissioner of Police for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
REVENUE FROM CABINET	56,517	57,157	54,952
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	1,145	1,145	1,308
OPERATING EXPENSES	(57,500)	(58,151)	(56,427)
OPERATING SURPLUS/DEFICIT	**312**	**301**	**-**
NET WORTH			
CASH FLOWS FROM OPERATING ACTIVITIES	3,451	3,210	1,974
CASH FLOWS FROM INVESTING ACTIVITIES	(3,195)	(2,315)	(3,793)
CASH FLOWS FROM FINANCING ACTIVITIES	3,195	2,315	3,413
CHANGE IN CASH BALANCES	3,451	3,210	1,594

FINANCIAL PERFORMANCE RATIO	2024 1 Jan to 31 Dec 2024 %	2025 1 Jan to 31 Dec 2025 %	2023 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	641%	724%	598%
TOTAL ASSETS : TOTAL LIABILITIES	1,545%	1,616%	1,560%

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	540	540	540
STAFF TURNOVER (%)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	NONE	NONE	NONE

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	71,721	73,971	68,259
ASSET REPLACEMENTS : TOTAL ASSETS	4.5%	3.1%	5.8%
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	41,859	40,741	42,083
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	3,438	3,448	3,332
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
CICG: IT INFRASTRUCTURE UPGRADE	23	14	25
CICG: BUILDING STRUCTURAL FIXES	140	135	-
CICG: ENGINE REPLACEMENT	336	-	-
CICG: OTHER EQUIPMENT – FLIR REPLACEMENT	-	81	100
RCIPS: BUILDINGS - DETENTION CENTRE and CAYMAN BRAC	468	90	500
RCIPS: COMPUTER HARDWARE	234	226	261
RCIPS: VEHICLES - FUEL EFFICIENT AND ENVIRONMENTALLY FRIENDLY	280	271	500
RCIPS: CYBER HUB UPGRADE	117	113	150
RCIPS: SPECIALIST EQUIPMENT	140	135	200
RCIPS: LITTLE CAYMAN PS RETROFIT AND EXPANSION	93	90	-
RCIPS: TRANSMISSION REPLACEMENT FOR THE TWO H-145 HELICOPTERS AT END OF OPERATIONAL LIFE.	313	302	-
RCIPS: GEORGE TOWN PS RELOCATION	280	181	150
RCIPS: RELOCATION OF K9, FLEET, TRAFFIC, FIREARMS, ETC	374	361	677
RCIPS: GENERAL REPLACEMENT OF ASSETS	234	226	250
RCIPS: OUTFITTING LITTLE CAYMAN HOUSING FACILITY FOR OFFICERS	70	-	400
RCIPS: FIT OUT A NEW FACILITY TO PRESERVE CAPABILITY OF EXISTING ARMED RCIPS AND CICG OFFICERS AND PROVIDE A SAFE LOCATION FOR TRAINING.	93	90	200
TOTAL	**3,195**	**2,315**	**3,413**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
ROYAL CAYMAN ISLANDS POLICE SERVICE (RCIPS)			
Natural Disaster - Loss of Vital Information	Unchanged	Employees transfer vital information on a regular basis to the Archives Department for proper storage. Examples of vital information transferred are Personnel Records, Cabinet Papers, etc.	Unable to quantify
Natural Disaster - Loss of Communications	Unchanged	Ensure contingency plans are in place and regularly tested.	Unable to quantify
Loss of Vital Human Resources	Unchanged	Cross training of staff ensuring staff are well versed in all areas of operation to facilitate continued smooth operations in the event of loss of vital staff; Succession Planning. Ensure that staff retention strategies are developed and implemented. Identify cause(s) behind high attrition rates.	Unable to quantify
Equipment Failure or Loss	Unchanged	Ensuring that IT systems in are properly maintained and backed up on a regular basis to minimize data loss. Ensuring contingency manual systems are in place should an equipment failure occur. Ensure effective and efficient preventative maintenance plans are in place and adequately funded.	Unable to quantify
Security of Confidential Documents	Unchanged	All confidential documents are kept locked away and are only accessed by authorized personnel.	Unable to quantify
Inappropriate use of Coercive Power by Law Enforcement Officers	Unchanged	Ensure staff is properly trained in their respective areas. Close supervision and regular developmental meetings.	Unable to quantify
Failure to address the deficiencies articulated in the 2018 CFATF evaluation that could result in reputational and otherwise serious consequences for the jurisdiction.	Following the on-site visit in Sep 2023, the Cayman Islands anticipates being removed from the FATF Grey List in October 2023.	Enhance capacity and capability to deliver a comprehensive framework of law enforcement strategies and operational tactics necessary to identify and investigate money laundering and terrorist financing cases.	Unable to quantify
Closure of the current firearms training range impacting the safety of officers and the risk to the Public or any subjects.	Unchanged	Purpose built facility will allow the OCP to maintain and to improve on its firearm capabilities needed to address policing the Cayman Islands community needs.	Unable to quantify

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
CAYMAN ISLANDS COAST GUARD (CICG)			
Ensure that the Cayman Islands is able to meet local and international obligations (Statute and Treaty/Convention) relative to Maritime Search and Rescue Coordination.	Ability to mitigate this risk in 2024-2025 has been reduced to 60% from its previous level of 75% in 2022 and 2023	Dedicated resources for search and rescue response and coordination are now in place and operating on a 24/7/365 basis. Provide staff with basic and advanced search and rescue coordination training.	Unable to quantify
Ensure that Cayman Islands is able to meet local and international obligations (Statute and Treaty/Convention) relative to delivery of Maritime Search and Rescue (SAR) response	Ability to mitigate this risk in 2024-2025 has been reduced to 60% from its previous level of 75% in 2022 and 2023	Inability of the Cayman Islands to meet local and international obligations relative to delivery of Maritime Search and Rescue (SAR) response	Unable to quantify
Ensure that the Cayman Islands is able to meet local and international obligations (Statute and Treaty/Convention) relative to preserving the safety of maritime domain users within the territorial waters of the Islands.	Ability to mitigate this risk in 2024-2025 has been reduced to 60% from its previous level of 75% in 2022 and 2023	Resources needed to ensure existing maritime safety regulations and policy are observed have been acquired and deployed. Need to create or modernize legislation, operational procedures which govern the safe use and operation of domestic commercial and private vessels is needed. These include CICG Personnel and Management Regulations, CICG Discipline Regulations, CICG Maritime Safety (Covers vessel registration, operator proficiency standards, boating whilst impaired, careless/reckless boating etc) and CICG Maritime Security (Covers criminal and anti-social behaviour/activity within local waters that are not currently covered by existing Acts/Regs.) Logistics, and appropriate levels of funding needed to ensure that Cayman Islands Coast Guard can establish Sister Island Detachment to mitigate this particular risk.	Unable to quantify
Ensure that the Cayman Islands is able to meet local and international obligations (Statute and Treaty/Convention) relative to the detection and disruption of all forms of illicit maritime activity.	Ability to mitigate this risk in 2024-2025 has been reduced to 50% from its previous level of 60% in 2022 and 2023	Provide appropriate levels of funding needed to ensure that sufficient staff and supplies can be acquired to allow Cayman Islands Coast Guard to sustain operational activity targeting illicit maritime activity (drug, Weapon and Human smuggling) occurring around all (3) Islands.	Unable to quantify

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
OFFICE OF THE COMMISSIONER OF POLICE PURCHASE OF ENTITY ASSETS - COAST GUARD (UPGRADES TO MICROSOFT 365, SERVERS, SWITCHES, STRUCTURAL REPAIRS - BASE; ENGINE REPLACEMENT, FLIR REPLACEMENT)	499	230	125
OFFICE OF THE COMMISSIONER OF POLICE PURCHASE OF ENTITY ASSETS - RCIPS (UPGRADES TO DETENTION CENTRES; GTPS AND SPECIALIST UNITS RELOCATION; SISTER ISLANDS ACCOMMODATIONS; HELICOPTER TRANSMISSION REPLACEMENT; VEHICLES; CYBER HUB AND SPECIALIST EQUIPMENT)	2,696	2,085	3,288
TOTAL	**3,195**	**2,315**	**3,413**
CAPITAL WITHDRAWALS BY CABINET	**-**	**-**	**-**

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PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

POL 1	Policy Advice, Administrative and Support Services		
DESCRIPTION • Provide policy and security advice to Her Excellency the Governor, Deputy Governor, Cabinet, National Security Council and the Anti-Corruption Commission as well as non-Government entities. • Provide advice and support as required to the management and staff of the Office of the Commissioner of Police and the Cayman Islands Coast Guard on matters of strategy, asset management, human resources, training and development, professional standards, finance, information technology, media and communications and best business practices.			
MEASURES	**2024 1 Jan to 31 Dec 2024**	**2025 1 Jan to 31 Dec 2025**	**2023 12-Month Forecast**
QUANTITY			
• Number of oral briefings, policy advice papers and reports provided	60-65	60-65	60
• Number of management reports provided to the Senior Leadership Team	12-14	12-14	15
• Number of workforce management requests processed	500-1,000	500-1,000	638
• Number of internal training courses conducted	50-100	50-100	90
• Number of IT service requests processed	5,000-7,000	5,000-7,000	5,700
• Number of media campaigns undertaken	200-400	200-400	300
• Number of social interactions recorded	30,000-35,000	30,000-35,000	34,000
QUALITY			
• Provide accurate and concise information inclusive of qualitative and quantitative data to support findings and recommendations.	100%	100%	100%
TIMELINESS			
• Oral briefings: Weekly, Fortnightly	100%	100%	100%
• Reports: Weekly, Monthly, Quarterly, Annually	100%	100%	100%
• Policy papers: ongoing throughout the period	100%	100%	100%
• Responses to requests for advice and support provided in a timely manner	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$9,325,312**	**$9,475,724**	**$8,966,237**
RELATED BROAD OUTCOME: • Improve the Quality of Life for Caymanians • Future Proofing to Increase Resilience			

POL 2	Neighbourhood, Community Policing and Security Services

DESCRIPTION

- Provision of uniform patrol and incident response within the Cayman Islands on a 24/7/365 basis. Carry out community policing initiatives and crime prevention initiatives through the organization of community groups, prevention education programs and crime prevention advice to victims of crime:
    - Uniform Patrols - Front Line Shifts; Community Policing, Operational Support; Special Constabulary
- Provide security services to persons, locations or events warranting police security. These include personal protection for witnesses, the Governor and Chief Justice; and security services at the Law Courts and the Detention Centre.
    - Governors House, Courts, Detention Centre, Major Events Planning
- Serving all summonses (to police officers only) and the execution of warrants from the courts. Case file management by the processing of all criminal files generated by Uniform and Tactical Operations and case conferencing with the office of the DPP for ultimate prosecution.
    - Process Unit, Detention Centre

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of calls for service attended	30,000-40,000	30,000-40,000	36,000
• Number of case files processed	1,000-2,000	1,000-2,000	1,800
• Number of prisoners processed	1,500-2,500	1,500-2,500	2,000
• Number of summonses served	750-1,200	750-1,200	750
• Number of crime prevention seminars undertaken	100-200	100-200	200
QUALITY			
• Customer satisfaction levels with police patrols provided (Independent annual customer satisfaction surveys done in Q4)	75-90%	75-90%	75%
• Level of satisfaction with police incident response by quality call-back surveys to 10% of persons reporting incidents (District Inspectors to report quarterly)	90-100%	90-100%	90%
• Conduct one crime prevention clinic, presentation, seminar, media release or media interviews per month	100%	100%	100%
• NPD/ COP to participate in quarterly Business Watch meetings	100%	100%	100%
• Publish crime prevention advice on RCIPS website and RCIPS social media accounts, reviewed and updated as required	100%	100%	100%
• 100% of Detention Centre personnel trained in Human Rights obligations; Police Act and Regulations requirements.	100%	100%	100%
• Monthly inspection of Detention Centre (plant and operations), reported to the Deputy Commissioner of Operations through line management.	100%	100%	100%
• Prisoners processed in compliance with the Police and Bail Acts	100%	100%	100%
• Validated warrants executed	85-100%	85-100%	85%
• 15 Officers trained in VIP protection over the next two years	75%	85-100%	75%

TIMELINESS			
• Provide an emergency response time of 10 minutes in urban and 20 minutes in rural areas.	80-100%	80-100%	90%
• All prisoners processed and booked into custody within 1 hour of arrival at the Detention Centre.	100%	100%	100%
• Summonses to be served within 7 days or returned to court where witness / accused / defendant is out of jurisdiction	100%	100%	100%
• Warrants to be executed within 30 days where accused / defendant is in jurisdiction	100%	100%	100%
• Prosecutions within six months of coming to police notice	100%	100%	100%
• Accused persons processed within legal time guidelines	100%	100%	100%
• Unit Heads to prepare and submit annual reports on KPIs by January 15 of the following year	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$22,237,901**	**$22,483,367**	**$20,448,023**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Future Proofing to Increase Resilience

POL 3	Crime Investigation and Criminal Justice Services

DESCRIPTION

- Carry out investigations, crime prevention and reduction strategies.
  - Major Incident Room (MIR), Criminal Investigations Department (CID), Crime Task Force (CTF), Multi Agency Safeguarding Hub (MASH)/ Family Support Unit (FSU), Financial Crimes Investigation Unit (FCIU), Joint Intelligence Unit (JIU), Digital Forensics Hub/Cyber Crime, CI Bureau of Financial Investigations (CIBFI),
  - Support services provided to the departments such as Crime Desk, Exhibits, and Scenes of Crime.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of financial crime investigations undertaken	200-500	200-500	300
• Number of digital forensics examinations undertaken	500-800	500-800	672
• Number of cybercrime investigations undertaken	50-100	50-100	69
• Number of MASH referrals managed	1,000-1,200	1,000-1,200	1,000
• Number of Crime Scenes attended	500-1,500	500-1,500	1,000
• Number of cold case reviews undertaken	5-10	5-10	5
• Number of RMS records processed	30,000-40,000	30,000-40,000	36,000
QUALITY			
• Increase overall detection rate by 2.5%	80-90%	80-90%	90%
• 100% of all reports meeting referral threshold to the appropriate agencies by the MASH/ FSU	80-90%	80-90%	90%
• One Strategic Threat Assessment and one Organized Crime Threat Assessment completed annually	100%	100%	100%
• One monthly report on all Cyber Crime investigations	100%	100%	100%
• Conduct one Financial Crimes prevention clinic, presentation, seminar, media release or media interview per month	100%	100%	100%
• Publish current Financial Crimes prevention advice on RCIPS website and RCIPS social media accounts	100%	100%	100%
TIMELINESS			
• An effective investigative response to all reported incidents within 10 minutes in urban and 20 minutes in rural areas	80-85%	80-85%	85%
• Increase victim updates by investigating officers to 100% of victims over the two-year period	70-80%	70-80%	80%
• FSU Referrals made within 30 days of receipt	80-85%	80-85%	80%
• All financial crimes reports referred to the Financial Crimes Investigative Unit within 12 hours of receipt	85-90%	85-90%	85%
• Prosecutions within six months of coming to police notice	90-100%	90-100%	90%
• Unit Heads to prepare and submit annual reports on KPIs by January 15 of the following year	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$12,494,124**	**$12,542,063**	**$13,560,189**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Future Proofing to Increase Resilience

POL 4	Traffic and Roads Policing Services

DESCRIPTION

- Provision of roads policing (traffic) and accident response on a 24/7/365 basis throughout the Cayman Islands.
- Conduct ongoing Road Safety Campaigns.
    - Traffic and Roads Policing Unit (TARP)

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of traffic accident calls for service attended	2,500-3,500	2,500-3,500	3,000
• Number of road safety education campaigns conducted	20-80	20-80	40
• Number of traffic enforcement campaigns undertaken	12-24	12-24	15
QUALITY			
• Road safety campaign (Prevention Education) ○ One road safety press release monthly ○ One radio/television road safety education presentation every two months ○ One road safety education presentation quarterly to community groups (community organizations, schools, churches, youth groups etc.)	100%	100%	100%
• One major Traffic Enforcement operation each month	100%	100%	100%
• Monthly reports on the number of offences detected	100%	100%	100%
TIMELINESS			
• Weekly/ Monthly press releases of the number of offences detected	100%	100%	100%
• The Traffic and Roads Policing Unit Head to prepare and submit annual reports on KPIs by January 15 of the following year	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$1,522,400**	**$1,541,274**	**$1,500,976**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Future Proofing to Increase Resilience

POL 5	Firearms and K9 Services

DESCRIPTION

- Provision of a specialized response capability to incidents involving armed or violent offenders.
- Detect the presence of illegal substances, dangerous chemicals or explosives. Pursue and apprehend fugitives.
  - Firearms Response Unit (FRU)
  - K9 Unit

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of calls for armed service attended	800-1,200	800-1,200	1,000
• Number of proactive operations undertaken	100-200	100-200	150
QUALITY			
• Monthly reports on the number of offences detected	100%	100%	100%
• Firearm officers recertified in the use and handling of firearms annually	100%	100%	100%
• RCIPS Armorer to provide an inventory at the end of each month, of all police firearms, ammunition, Tasers and related accessories to the Superintendent Uniform Operations	100%	100%	100%
• Superintendent Uniform Operations to conduct at least 2 audits of police armory, firearms, ammunition, Tasers and related accessories, in each calendar year, reporting to the Deputy Commissioner (Operations)	100%	100%	100%
TIMELINESS			
• Provide an emergency response time of 10 minutes in urban and 20 minutes in rural areas	80-100%	80-100%	80%
• The Unit Commanders of the Firearms Response Unit and K9 to prepare and submit annual reports on KPIs by January 15 of the following year	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$3,205,265**	**$3,238,573**	**$3,392,031**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Future Proofing to Increase Resilience

POL 6	Maritime Safety and Security Services

DESCRIPTION

- Provide search and rescue response capability within a 100 nautical miles radius of the Cayman Islands
- Provide search and rescue coordination service within a 100 nautical miles radius of the Cayman Islands
- Ensure compliance of commercial and domestic vessel safety standards
- Patrol the territorial waters extending out to 100 Nautical Miles of the Cayman Islands with a view to detect and disrupt the illegal maritime movement of persons and items
    - Cayman Islands Coast Guard

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of actual engine hours recorded during patrol and search and rescue operations including training	1,300 – 1,500	1,300 – 1,500	1,400
• Number of search and rescue operations conducted	85 - 90	85 - 90	100
• Number of Maritime Safety Awareness Campaigns	30 - 35	30 - 35	25
• Advice to Local Government and International Organizations	12 - 15	12 - 15	15
QUALITY			
• Increase number of days that all vessels are available for maritime patrol	85-90%	85-90%	85%
• Increase number of deployments dedicated to proactive maritime patrols by 10%	60-70%	60-70%	60%
• Increase percentage of staff holding accredited maritime training by 10% in one or more of the following categories: engineering, boat handling and captaincy	100%	100%	100%
TIMELINESS			
• If team on duty: Maximum of 30 minutes to deploy from time call for service is received	75-80%	75-80%	75%
• If team is off duty: Maximum of 90 minutes to deploy from time call for service is received	70-75%	70-75%	60%
• The Coast Guard Commander to prepare and submit annual reports on KPIs by January 15 of the following year	100%	100%	100%
LOCATION			
• Within 100 miles radius of the Cayman Islands	100%	100%	100%
COST	**$3,811,000**	**$3,860,000**	**$3,774,603**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Future Proofing to Increase Resilience

POL 7	Aerial Patrol Services

DESCRIPTION

- Conduct aerial patrols of the territorial jurisdiction of the Cayman Islands and provide tactical support to land and sea police operations.
- Use as a Medevac capability when required.
- Provide support to the UK Overseas Territories for disaster management and security.
  - Air Operations Unit

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of actual aerial patrol hours	400 - 600	400 - 600	450
• Number of Medevac operations undertaken	24 - 48	24 - 48	35
QUALITY			
• 100% of Staff trained to Paramedic standard.	90-100%	90-100%	80-90%
TIMELINESS			
• If team on duty: Maximum of 10 minutes to deploy from time call for service is received	85% - 90%	85% - 90%	85% - 90%
• If team is off duty: Maximum of 45 minutes to deploy from time call for service is received	65% - 70%	65% - 70%	65% - 70%
• The Head of Air Operations Unit to prepare and submit annual reports on KPIs by January 15 of the following year	100%	100%	100%
LOCATION			
• Within 100 square miles of the Cayman Islands	100%	100%	100%
• Within the Overseas Territories as required	100%	100%	100%
COST	**$3,921,000**	**$4,016,000**	**$3,908,843**

RELATED BROAD OUTCOME:

- Improve the Quality of Life for Caymanians
- Future Proofing to Increase Resilience

CAYMAN ISLANDS GOVERNMENT

OFFICE OF THE COMMISSIONER OF POLICE

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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and

c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Kurt Walton
Chief Officer

Office of the Commissioner of Police

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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General Accounting Policies

Reporting entity

These forecast financial statements are for the *Judicial Administration.*

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 2024 and 2025.

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.

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.

OFFICE OF THE COMMISSIONER OF POLICE

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
20,832,120	Cash and cash equivalents	1	24,283,263	27,181,120
	Marketable securities and deposits			
5,023,968	Trade receivables	2	5,260,093	5,423,786
151,490	Other receivables	2	51,490	71,490
51,477	Inventories	3	51,712	51,712
-	Investments	4	-	-
83,517	Prepayments	5	93,517	78,517
26,142,571	**Total Current Assets**		**29,740,075**	**32,806,624**
	Non-Current Assets			
-	Trade receivables	2	107,349	110,690
-	Other receivables	2	-	-
	Inventories	3		
	Investments	4		
	Prepayments	5		
33,033	Intangible Assets	6	15,033	-
42,083,290	Property, plant and equipment	6	41,858,739	40,741,255
42,116,324	**Total Non-Current Assets**		**41,981,121**	**40,851,945**
68,258,895	**Total Assets**		**71,721,196**	**73,658,569**
	Current Liabilities			
47,871	Trade payables	7	32,871	28,208
2,340,064	Other payables and accruals	7	2,208,822	1,752,034
3,886	Unearned revenue	8	3,423	3,423
1,983,477	Employee entitlements	9	2,085,484	2,180,308
-	Repayment of surplus		312,000	301,000
4,375,299	**Total Current Liabilities**		**4,642,600**	**4,264,973**
	Non-Current Liabilities			
	Trade payables	7		
	Other payables and accruals	7		
	Unearned revenue	8		
-	Employee entitlements	9	-	-
-	**Total Non-Current Liabilities**		**-**	**-**
4,375,299	**Total Liabilities**		**4,642,600**	**4,264,973**
63,883,597	**Net Assets**		**67,078,596**	**69,393,596**
	NET WORTH			
54,638,997	Contributed capital		57,833,997	60,148,997
-	Other Reserves		-	-
9,893,807	Revaluation reserve		9,893,807	9,893,807
(649,207)	Accumulated surpluses/(deficits)		(649,208)	(649,208)
63,883,597	**Total Net Worth**		**67,078,596**	**69,393,596**

OFFICE OF THE COMMISSIONER OF POLICE

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
56,259,389	Sale of goods and services	10	57,662,000	58,302,000
-	Investment revenue	11	-	-
167,612	Donations	12	150,000	150,000
-	Other revenue		-	-
56,427,001	**Total Revenue**		**57,812,000**	**58,452,000**
	Expenses			
42,818,607	Personnel costs	13	43,784,142	44,416,829
10,427,185	Supplies and consumables	14	10,278,307	10,286,654
3,331,669	Depreciation & Amortisation	6	3,437,551	3,447,517
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
-	Litigation costs	15	-	-
-	Other expenses		-	-
(150,460)	Other Gains and Losses	16	-	-
56,427,001	**Total Expenses**		**57,500,000**	**58,151,000**
-	**Surplus or (Deficit) for the period**		**312,000**	**301,000**

OFFICE OF THE COMMISSIONER OF POLICE

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
54,951,607	Outputs to Cabinet		56,153,526	57,007,000
-	Outputs to other government agencies		-	-
1,487,209	Sale of goods and services - third party		1,040,000	1,040,000
-	Interest received		150,000	-
167,612	Donations / Grants		-	-
196,658	Other receipts		105,000	105,000
	Payments			
(41,513,673)	Personnel costs		(43,779,142)	(44,419,162)
(13,466,253)	Supplies and consumables		(10,218,241)	(10,522,981)
	Interest paid		-	-
150,460	Other payments		-	-
1,973,621	**Net cash flows from operating activities**		**3,451,143**	**3,209,857**
	CASH FLOWS FROM INVESTING ACTIVITIES			
(3,931,200)	Purchase of property, plant and equipment		(3,195,000)	(2,315,000)
138,243	Proceeds from sale of property, plant and equipment		-	-
(3,792,957)	**Net cash flows from investing activities**		**(3,195,000)**	**(2,315,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
3,413,002	Equity Investment from Org 40		3,195,000	2,315,000
	Repayment of Surplus to Org 40		-	(312,000)
3,413,002	**Net cash flows from financing activities**		**3,195,000**	**2,003,000**
1,593,667	**Net increase/(decrease) in cash and cash equivalents**		**3,451,143**	**2,897,857**
19,238,453	Cash and cash equivalents at beginning of period		20,832,120	24,283,263
20,832,120	**Cash and cash equivalents at end of period**	1	**24,283,263**	**27,181,120**

OFFICE OF THE COMMISSIONER OF POLICE

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	51,225,995	-	9,893,807	(649,208)	60,470,593
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors				-	-
Restated balance 31 December 2022	51,225,995	-	9,893,807	(649,208)	60,470,593
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	3,413,002				3,413,002
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				(0)	(0)
Net revenue / expenses recognised directly in net worth	3,413,002	-	-	(0)	3,413,002
Surplus/(deficit)for the period 2023				0	0
Total recognised revenues and expenses for the period	3,413,002	-	-	-	3,413,002
Balance at 31 December 2023 carried forward	54,638,997	-	9,893,807	(649,207)	63,883,597

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	54,638,997	-	9,893,807	(649,207)	63,883,597
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	54,638,997	-	9,893,807	(649,207)	63,883,597
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	3,195,000				3,195,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				(312,000)	(312,000)
Net revenue / expenses recognised directly in net worth	3,195,000	-	-	(312,000)	2,883,000
Surplus/(deficit)for the period 2024				312,000	312,000
Total recognised revenues and expenses for the period	3,195,000	-	-	0	3,195,000
Balance at 31 December 2024 carried forward	57,833,997	-	9,893,807	(649,208)	67,078,596

OFFICE OF THE COMMISSIONER OF POLICE

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	57,833,997	-	9,893,807	(649,208)	67,078,596
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	57,833,997	-	9,893,807	(649,208)	67,078,596
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet	2,315,000				2,315,000
Capital withdrawals by Cabinet				(301,000)	(301,000)
Net revenue / expenses recognised directly in net worth	2,315,000	-	-	(301,000)	2,014,000
Surplus/(deficit)for the period 2025				301,000	301,000
Total recognised revenues and expenses for the period	2,315,000	-	-	-	2,315,000
Balance at 31 December 2025	60,148,997	-	9,893,807	(649,208)	69,393,596

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
20,000	Cash on hand (IRIS Confirmation Account/Petty Cash)	20,000	20,000
75	Cash in transit (IRIS Remittance Account)	75	75
15,389,725	CI$ Operational Current Account held at Royal Bank of Canada	18,720,868	21,528,725
275,020	US$ Operational Current Account held at Royal Bank of Canada	295,020	345,020
4,990,662	Payroll Current Account held at Royal Bank of Canada	5,090,662	5,130,662
156,638	Bank Accounts held at other financial institutions ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	156,638	156,638
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
20,832,120	**TOTAL**	**24,283,263**	**27,181,120**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
239,947	Sale of goods and services	219,947	239,947
-	Outputs to Cabinet	363,474	513,474
4,784,021	Outputs to other government agencies	4,784,021	4,781,054
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
5,023,968	**Total trade receivables**	**5,367,442**	**5,534,475**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
4,622,051	Past due 1-30 days	5,125,907	5,285,424
251,198	Past due 31-60 days		
150,719	Past due 61-90 days		
	Past due 90 and above	134,186	138,362
	Non-Current		
	Past due 1 year and above	107,349	110,690
5,023,968	**Total**	**5,367,442**	**5,534,475**

12-Month Forecast 2023	Other Receivables	12-Month Budget 2024	12-Month Budget 2025
-	Advances (salary, Official Travel, etc)	-	-
-	Dishonoured cheques	-	-
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
151,490	Other	51,490	71,490
-	**Less: provision for doubtful debts**	-	-
151,490	**Total other receivables**	**51,490**	**71,490**

NOTE 2: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
151,490	Past due 1-30 days	51,490	71,490
	Past due 31-60 days		
	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
151,490	**Total**	**51,490**	**71,490**

NOTE 3: INVENTORIES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
51,477	Inventory held for use in the provision of goods and services	51,712	51,712
-	Work in Progress and finished goods	-	-
51,477	**TOTAL INVENTORIES**	**51,712**	**51,712**

NOTE 5: PREPAYMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
83,517	Accrued Prepayments	93,517	78,517
-	Prepaid Insurance	-	-
	Other		
83,517	**Total**	**93,517**	**78,517**

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*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023	8,115,000	1,751,367	11,681,588	1,217,687	497,279	2,280,442	476,761		1,042,000	1,272,582	5,525,618	5,303,102	19,364,452	81,146	388,588	58,997,611
Additions		1,047,268	1,112,176	740,635	63,325	20,740	11,451			24,304	447,707			20,000	443,594	3,931,200
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2023	8,115,000	2,798,634	12,793,764	1,958,322	560,604	2,301,182	488,212	-	1,042,000	1,296,887	5,973,325	5,303,102	19,364,452	101,146	832,182	62,928,811

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	8,115,000	2,798,634	12,793,764	1,958,322	560,604	2,301,182	488,212	-	1,042,000	1,296,887	5,973,325	5,303,102	19,364,452	101,146	832,182	62,928,811
Additions		2,050,000	608,000			207,000					230,000			100,000		3,195,000
Disposals and Derecognisation						(50,000)					(100,000)					(150,000)
Revaluation																-
Transfers						50,000					50,000				(100,000)	-
Balance as at 31 December 2024	8,115,000	4,848,634	13,401,764	1,958,322	560,604	2,508,182	488,212	-	1,042,000	1,296,887	6,153,325	5,303,102	19,364,452	201,146	732,182	65,973,811

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	8,115,000	4,848,634	13,401,764	1,958,322	560,604	2,508,182	488,212	-	1,042,000	1,296,887	6,153,325	5,303,102	19,364,452	201,146	732,182	65,973,811
Additions		1,579,000	225,000			215,000					246,000			50,000		2,315,000
Disposals and Derecognisation						(50,000)					(100,000)					(150,000)
Revaluation																-
Transfers						25,000					25,000				(50,000)	-
Balance as at 31 December 2025	8,115,000	6,427,634	13,626,764	1,958,322	560,604	2,698,182	488,212	-	1,042,000	1,296,887	6,324,325	5,303,102	19,364,452	251,146	682,182	68,138,811

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		934,705	1,051,529	827,324	246,806	2,140,832	313,066	-	136,596	1,186,799	3,680,935	2,249,238	4,083,549	78,078	-	17,526,018
Transfers																-
Impairment Reserve 2023 (closing balance)												596,560				-
Depreciation Expense 2023		145,675	530,244	121,667	30,829	132,195	48,963	-	68,298	26,562	725,538	191,920	1,294,481	3,130	-	3,319,502
Eliminate on Disposal or Derecognisation 2023																-
Balance as at 31 December 2023		1,080,380	1,581,773	948,992	277,635	2,273,027	362,029	-	204,894	1,213,362	4,406,473	3,037,719	5,378,030	81,208	-	20,845,520

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		1,080,380	1,581,773	948,992	277,635	2,273,027	362,029	-	204,894	1,213,362	4,406,473	3,037,719	5,378,030	81,208	-	20,845,520
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		152,621	541,248	139,920	31,012	154,240	49,740	-	68,298	27,480	756,399	201,081	1,294,481	3,032	-	3,419,551
Eliminate on Disposal or Derecognisation 2024						(50,000)					(100,000)					(150,000)
Balance as at 31 December 2024		1,233,000	2,123,021	1,088,912	308,647	2,377,267	411,769	-	273,192	1,240,842	5,062,872	3,238,800	6,672,510	84,240	-	24,115,071

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		1,233,000	2,123,021	1,088,912	308,647	2,377,267	411,769	-	273,192	1,240,842	5,062,872	3,238,800	6,672,510	84,240	-	24,115,071
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		152,621	541,248	139,920	31,012	154,240	49,740	-	68,400	27,480	756,399	213,912	1,294,481	3,032	-	3,432,484
Eliminate on Disposal or Derecognisation 2025						(50,000)					(100,000)					(150,000)
Balance as at 31 December 2025		1,385,621	2,664,269	1,228,832	339,659	2,481,507	461,509	-	341,592	1,268,322	5,719,271	3,452,712	7,966,991	87,272	-	27,397,555

Net Book value 31 December 2023	8,115,000	1,718,254	11,211,992	1,009,330	282,969	28,155	126,183	-	837,106	83,525	1,566,851	2,265,383	13,986,423	19,938	832,182	42,083,290
Net Book value 31 December 2024	8,115,000	3,615,634	11,278,744	869,410	251,957	130,915	76,444	-	768,808	56,045	1,090,453	2,064,302	12,691,942	116,906	732,182	41,858,739
Net Book value 31 December 2025	8,115,000	5,042,013	10,962,496	729,490	220,945	216,675	26,704	-	700,408	28,565	605,054	1,850,390	11,397,461	163,874	682,182	40,741,255

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

INTANGIBLE ASSETS

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	541,581		541,581
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2023	541,581	-	541,581

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	541,581	-	541,581
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2024	541,581	-	541,581

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	541,581	-	541,581
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2025	541,581	-	541,581

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	496,380		496,380
Transfers			-
Impairment Reserve 2023 (closing balance)			-
Depreciation Expense 2023	12,167	-	12,167
Eliminate on Disposal or Derecognisation 2023			-
Balance as at 31 December 2023	508,547	-	508,547

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	508,547	-	508,547
Transfers			-
Impairment change 2024			-
Depreciation Expense 2024	18,000	-	18,000
Eliminate on Disposal or Derecognisation 2024			-
Balance as at 31 December 2024	526,547	-	526,547

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	526,547	-	526,547
Transfers			-
Impairment change 2025			-
Depreciation Expense 2025	15,033	-	15,033
Eliminate on Disposal or Derecognisation 2025			-
Balance as at 31 December 2025	541,580	-	541,580

Net Book value 31 December 2023	33,033	-	33,033

Net Book value 31 December 2024	15,033	-	15,033

Net Book value 31 December 2025	-	-	-

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
47,871	Creditors	32,871	28,208
	Creditors Ministries/Portfolios		
	Creditors other government agencies		
(0)	Non current Accounts payable	(0)	(0)
20	Payroll Deductions	20	20
-	Operating Lease	-	-
954,319	Accrued Expenses	904,319	867,531
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
1,385,726	Other payables	1,304,483	884,483
2,387,936	**Total trade payables other payables and accruals**	**2,241,693**	**1,780,242**

NOTE 8: UNEARNED REVENUE

12-Month Forecast 2023	Details	12-Month Budget 2024	12-Month Budget 2025
-	Rentals paid in advance	-	-
-	Immigration deposits	-	-
-	Customs deposits	-	-
3,886	Revenue deposits	3,423	3,423
(0)	Other unearned revenue	(0)	(0)
-	Non current Unearned revenue	-	-
3,886	**Total unearned reveune**	**3,423**	**3,423**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
1,635,055	Annual Leave	1,731,524	1,827,994
-	Retirement and long service leave	-	-
73,319	Accrued salaries	73,857	74,544
-	Travel	-	-
275,104	Pension	280,104	277,771
-	Other salary related entitlements	-	-
1,983,477	**Total current portion**	**2,085,484**	**2,180,308**
	Non-current employee entitlements are represented by: Retirement and long service leave		
1,983,477	**Total employee entitlements**	**2,085,484**	**2,180,308**

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
54,951,607	Outputs to Cabinet	56,517,000	57,157,000
-	Outputs to other government agencies	-	-
3,215	Fees and charges	-	-
1,107,909	General sales	1,040,000	1,040,000
-	Rentals	-	-
196,658	Other	105,000	105,000
56,259,389	**Total sales of goods and services**	**57,662,000**	**58,302,000**
	Fees and Charges		
3,215	Other Fees	-	-
3,215	**Fees & Charges**	-	-
	General Sales		
1,107,909	Police Clearances	1,040,000	1,040,000
1,107,909	**Total General Sales**	1,040,000	1,040,000
	Other Goods & Services Revenue		
	Goods & Services Revenue		
196,658	Miscellaneous Receipts	105,000	105,000
196,658		105,000	105,000
	Sales of Outputs to Cabinet		
54,951,607	Sales of Outputs to Cabinet	56,517,000	57,157,000
54,951,607	**Total Sales of Outputs to Cabinet**	56,517,000	57,157,000
56,259,389	**Total Goods and Services**	**57,662,000**	**58,302,000**

NOTE 12: DONATIONS

12-Month Forecast 2023	Source	12-Month Budget 2024	12-Month Budget 2025
	Description		
203,098	**Foreign & Commonwealth Office - H145 Operational Support**	150,000	150,000
(35,485)	**Balance**	-	-
167,612	**Total donations**	**150,000**	**150,000**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
32,677,915	Salaries, wages and allowances	33,400,255	33,523,792
8,079,408	Health care	8,368,296	8,911,779
1,652,885	Pension	1,723,815	1,732,143
210,201	Leave	136,469	100,469
198,198	Other personnel related costs	155,307	148,647
42,818,607	**Total Personnel Costs**	**43,784,142**	**44,416,829**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
865,215	Supplies and Materials	856,769	912,980
4,056,009	Purchase of services	4,116,784	4,112,087
2,756,263	Lease of Property and Equipment	2,983,455	3,043,455
1,055,802	Utilities	1,076,676	1,079,956
-	General Insurance	-	-
333,009	Interdepartmental expenses	335,393	345,664
248,392	Travel and Subsistence	235,095	199,095
535,960	Recruitment and Training	390,702	375,793
576,536	Other	283,432	217,623
10,427,185	**Total Supplies & consumables**	**10,278,307**	**10,286,654**

NOTE 16: GAINS / (LOSSES)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
(138,243)	Net (gain) / loss on disposal of property, plant and equipment, revaluation	-	-
-	Gain/Loss on Derecognition of Assets	-	-
(12,217)	Net (gain) / loss on foreign exchange Transactions	-	-
(150,460)	**Total gains/ (losses)**	-	-

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
0	**Surplus/(deficit) from ordinary activities**	312,000	301,000
	Non-cash movements		
3,331,669	Depreciation expense	3,437,551	3,447,517
-	Impairment	-	-
(138,243)	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
-	(Increase)/decrease in receivables - Other Government agencies		
	(Increase)/decrease in receivables - SAGC's		
(383,242)	(Increase)/decrease in receivables - Other 3rd Party	(100,000)	20,000
	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
(836,564)	Increase/(decrease) in payables - Other 3rd Party	(198,408)	(558,660)
1,973,621	**Net cash flows from operating activities**	**3,451,143**	**3,209,857**

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OFFICE OF THE AUDITOR GENERAL

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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

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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 PUBLIC ACCOUNTS COMMITTEE CHAIRMAN

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2024 and 2025 financial years.

Public Accounts Committee
Chairman

Office of the Auditor General

31 December 2023

STATEMENT OF THE AUDITOR GENERAL

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.

Sue Winspear, CPFA
Auditor General

Office of the Auditor General

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The *Cayman Islands 2009 Constitution* requires that there shall be an Auditor General who shall have "The power and responsibility to audit the public accounts of the Cayman Islands and the accounts and financial dealings of all authorities, offices and departments of Government and of all courts, and power to undertake value for money investigations in respect of the activities of such authorities, offices and departments".

It further states that "In the exercise of his or her functions, the Auditor General (and any person acting on his or her behalf in the exercise of those functions) shall not be subject to the direction or control of any other person or authority, save that the Auditor General is answerable to the Public Accounts Committee of the Parliament and must attend upon the Committee at its request." The powers and duties of the Auditor General are further set out in the *Public Management and Finance Act (2020 Revision)*.

In our own strategic plan document, we have outlined the vision, mission and core values that underpin how we will achieve our results.

Vision: To help the public service spend wisely

Mission: To deliver independent, high quality public sector audit that promotes accountability, transparency, integrity and value in the use of public resources.

Four core values:

- *Professional* – competently carrying out independent and objective work, always striving to deliver a quality service
- *Respect* – treating our employees, client and stakeholders with respect and dignity
- *Integrity* – conducting our work ethically, in a manner that creates confidence and trust in what we do
- *Transparent* – accountability and transparency in the operations of the OAG

Our vision, mission and values provide the overarching framework for our strategic objectives and related activities in our Strategic Plan.

Scope of Activities

The Office of the Auditor General is the independent **"Watchdog of Government Spending"** working on behalf of the Parliament and the wider public. We undertake this role on a day to day basis by three main categories of work:

- Financial statement audits – includes the Entire Public Sector (EPS) consolidated financial statements, and each ministry, portfolio, office, statutory authority, government company and certain non-public funds.
- Performance audits and public interest reports which promote the efficient, effective and economic use of resources across ministries, portfolios, offices, statutory authorities and government companies.
- Support and assistance to the Public Accounts Committee (PAC) of the Parliament.

We provide support services to Hazard Management Cayman Islands, and the Auditor General is a member of Auditor Oversight Authority. In addition, we sit as advisors on ad-hoc government committees for the development of legislation and other matters.

Customers and Location of Activities

Customers: The Parliament and the Public Accounts Committee.
Audit clients: All ministries, portfolios, offices, statutory authorities and government companies.
Locations: Office of the Auditor General, Grand Cayman, Cayman Islands, client offices.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Office of the Auditor General in the 2024 and 2025 financial years are as follows:

- To **strengthen** the accountability, transparency, integrity, value and delivery of **public services** through high quality audits by:
    - Timely conduct of high-quality, evidence-based, relevant audits.
    - Making impactful recommendations.
    - Follow up on implementation of recommendations.
    - Drive transparency in the public sector.
    - Drive accountability.

- To **demonstrate** ongoing **relevance** to the people of the Cayman Islands, Parliament and other stakeholders by:
    - Focusing our work on issues of national importance or priority, and at a point in time when the impact is greatest.
    - Communicate clearly and effectively with all stakeholders.
    - Ensure efficient and effective audits, leveraging technology where possible.
    - Adding value to the client's business.
    - Actively contribute to improving both the regional and international audit community.

- To encourage improvement through **leading by example** by:
    - Proactively demonstrating good governance.
    - Complying with internal audit standards and good practice.
    - Operate to the highest ethical standards.

- To continuously **develop our people** by:
    - Providing a continuous learning and development environment for staff.
    - Being an exemplar employer
    - Developing Caymanians in public sector audit.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Office of the Auditor General for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
REVENUE FROM CABINET	1,192	1,248	1,160
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	3,561	3,845	2,842
REVENUE FROM OTHERS	-	-	-
OPERATING EXPENSES	4,678	5,060	3,638
OPERATING SURPLUS/DEFICIT	**75**	**33**	**364**
NET WORTH	**1,195**	**1,229**	**1,120**
CASH FLOWS FROM OPERATING ACTIVITIES	109	-	867
CASH FLOWS FROM INVESTING ACTIVITIES	(105)	-	-
CASH FLOWS FROM FINANCING ACTIVITIES	53	-	(673)
CHANGE IN CASH BALANCES	57	-	193

FINANCIAL PERFORMANCE RATIO	2024 1 Jan to 31 Dec 2024 %	2025 1 Jan to 31 Dec 2025 %	2023 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	161	163	167
TOTAL ASSETS : TOTAL LIABILITIES	175	175	175

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	29	29	28
STAFF TURNOVER (%)			
MANAGERS	25%	25%	25%
PROFESSIONAL AND TECHNICAL STAFF	25%	25%	25%
CLERICAL AND LABOURER STAFF	20%	20%	20%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	7	7	7
PROFESSIONAL AND TECHNICAL STAFF	5	5	5
CLERICAL AND LABOURER STAFF	5	5	5
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	NONE	NONE	NONE

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	2,780	2,875	2,604
ASSET REPLACEMENTS : TOTAL ASSETS	4%	0%	0%
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	25%	30%	35%
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	20%	0%	0%
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
COMPUTERS	5	-	-
PRINTERS	100	-	-
TOTAL	**105**	**NIL**	**NIL**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of reputation and credibility of being a reputable voice to our stakeholders in carrying out high quality audits.	No change	• Implement recommendations from PMF assessment and reassess within five years. • Develop / implement Auditor General's Act. • Integrated operational plan • Updating two practice manuals to incorporate ISSAIs for audit practices. • Quality assurance framework put in place. External activity: • Maintaining relationships with key stakeholders including Government, senior officers, PAC, Parliament, Governor and FCO • Effective media engagement • Focusing audit work on areas that matter to stakeholders – focussing on the right things.	Not quantifiable
Financial resources are inadequate for the Office to effectively deliver its mandate.	No change	• Integrated operational plan • Develop / implement Auditor General's Act	Not quantifiable
Unable to maintain a motivated, high performance and skilled workforce or attract key staff due to: • legislation and/or government policy adversely affecting the status of staff and/or their dependents; • lack of opportunities for progression; • the inability of the OAG to provide appropriate rewards; and • Change in business requirements necessitating deep specialist technical skills over the long term.	No change	• Ongoing job description review and evaluation. • Integrated annual operational and resourcing plan. • Develop / implement Auditor General's Act • Systematic feedback (informal and formal)	Not quantifiable

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Ongoing operations of the Office compromised due to: • Breaches of physical premises due to impact of natural disasters, fire, etc. • Breaches to our information technology systems • Theft of and unauthorized access to office equipment and data.	No change	• Further development of continuity of operations plan. • Alternative site to lease. • Development of physical and information technology security strategy and policy. • Implement Caseware audit security tools. • Procure a security audit for the Office. • Develop and implement an Information Management Policy. • Instigate routine meetings with CSD provider. • Review options for improved confidentiality and security of electronic data either through a separate network on Government servers or externally.	Not quantifiable

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
NONE	-	-	-
TOTAL	**NIL**	**NIL**	**NIL**

PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

AUD 2	Financial and Performance Audit Reports		
DESCRIPTION Audit reports and advice to the Parliament relating to: • General reports on: 1) Management of executive financial transactions; 2) financial management of Entire Public Sector (EPS) or of any ministry, portfolio, office, statutory authority or government company; • Performance audit reports on the economy, efficiency and effectiveness of any ministry, portfolio, office, statutory authority or government company; and • Public interest reports on other matters as determined by the Auditor General.			
MEASURES	**2024 1 Jan to 31 Dec 2024**	**2025 1 Jan to 31 Dec 2025**	**2023 12-Month Forecast**
QUANTITY			
• Number of reports issued reports to the Parliament	3-5	3-5	3-5
• Number of audits in progress / partial reports	2-3	2-3	2-3
QUALITY			
• Issued reports are reviewed and signed off by the Deputy Auditor General and/or Auditor General	100%	100%	100%
• Request client's comments on the draft reports and amend the final report if necessary	100%	100%	100%
• Report recommendation are endorsed by PAC	90-100%	90-100%	90-100%
• Report recommendations are accepted by the client	75-100%	75-100%	75-100%
TIMELINESS			
• Auditor General reports become public documents within two weeks of submission to the Speaker of the Parliament	80-100%	80-100%	80-100%
• All reports are publicly available through the website within two days after becoming a public document	100%	100%	100%
LOCATION			
• 64 Shedden Road, George Town and Client premises (local and international)	100%	100%	100%
COST	**$1,192,800**	**$1,248,267**	**$1,159,813**
RELATED BROAD OUTCOME: • Modernise Government to Improve Public Sector Performance			

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CAYMAN ISLANDS GOVERNMENT

OFFICE OF THE AUDITOR GENERAL

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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and

c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Sue Winspear, CPFA
Auditor General

Office of the Auditor General

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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OFFICE OF THE AUDITOR GENERAL

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Office of the Auditor General.*

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 2024 and 2025.

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.

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.

OFFICE OF THE AUDITOR GENERAL

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
1,225,500	Cash and cash equivalents	1	1,209,484	1,121,004
	Marketable securities and deposits			
1,263,347	Trade receivables	2	1,270,305	1,436,905
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
2,488,847	**Total Current Assets**		**2,479,789**	**2,557,909**
	Non-Current Assets			
-	Trade receivables	2	25,925	29,325
-	Other receivables	2	-	-
	Inventories	3		
	Investments	4		
	Prepayments	5		
-	Intangible Assets	6	-	-
114,874	Property, plant and equipment	6	199,874	178,874
114,874	**Total Non-Current Assets**		**225,799**	**208,199**
2,603,721	**Total Assets**		**2,705,588**	**2,766,108**
	Current Liabilities			
55,000	Trade payables	7	55,000	60,500
2,000	Other payables and accruals	7	2,000	2,000
-	Unearned revenue	8	-	-
169,500	Employee entitlements	9	196,000	217,000
1,257,128	Repayment of surplus		1,332,495	1,366,515
1,483,628	**Total Current Liabilities**		**1,585,495**	**1,646,015**
	Non-Current Liabilities			
	Trade payables	7		
	Other payables and accruals	7		
	Unearned revenue	8		
-	Employee entitlements	9	-	-
-	**Total Non-Current Liabilities**		**-**	**-**
1,483,628	**Total Liabilities**		**1,585,495**	**1,646,015**
1,120,093	**Net Assets**		**1,120,093**	**1,120,093**
	NET WORTH			
688,465	Contributed capital		688,465	688,465
-	Other Reserves		-	-
-	Revaluation reserve		-	-
431,628	Accumulated surpluses/(deficits)		431,628	431,628
1,120,093	**Total Net Worth**		**1,120,093**	**1,120,093**

OFFICE OF THE AUDITOR GENERAL

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
4,001,687	Sale of goods and services	10	4,753,386	5,093,700
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
4,001,687	**Total Revenue**		**4,753,386**	**5,093,700**
	Expenses			
3,163,943	Personnel costs	13	3,851,656	4,173,681
427,884	Supplies and consumables	14	777,363	833,099
20,000	Depreciation & Amortisation	6	20,000	21,000
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
25,000	Litigation costs	15	27,500	30,250
1,500	Other expenses		1,500	1,650
-	Other Gains and Losses	16	-	-
3,638,327	**Total Expenses**		**4,678,019**	**5,059,680**
363,360	**Surplus or (Deficit) for the period**		**75,367**	**34,020**

OFFICE OF THE AUDITOR GENERAL

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
1,176,443	Outputs to Cabinet		1,170,300	1,228,267
-	Outputs to other government agencies		-	-
2,904,539	Sale of goods and services - third party		3,550,203	3,695,433
-	Interest received		-	-
	Donations / Grants		-	-
-	Other receipts		-	-
	Payments			
(2,778,042)	Personnel costs		(3,825,156)	(4,152,681)
(434,824)	Supplies and consumables		(777,363)	(827,599)
	Interest paid		-	-
(1,500)	Other payments		(29,000)	(31,900)
866,616	**Net cash flows from operating activities**		**88,984**	**(88,480)**
	CASH FLOWS FROM INVESTING ACTIVITIES			
	Purchase of property, plant and equipment		(105,000)	-
	Proceeds from sale of property, plant and equipment		-	-
-	**Net cash flows from investing activities**		**(105,000)**	**-**
	CASH FLOWS FROM FINANCING ACTIVITIES			
	Equity Investment from Org 40		-	-
(673,470)	Repayment of Surplus to Org 40		-	-
(673,470)	**Net cash flows from financing activities**		**-**	**-**
193,146	**Net increase/(decrease) in cash and cash equivalents**		**(16,016)**	**(88,480)**
1,032,354	Cash and cash equivalents at beginning of period		1,225,500	1,209,484
1,225,500	**Cash and cash equivalents at end of period**	1	**1,209,484**	**1,121,004**

OFFICE OF THE AUDITOR GENERAL

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward					-
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors				406,151	406,151
Restated balance 31 December 2022	688,465	-	-	406,151	1,094,616
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet					-
Capital withdrawals by Cabinet				25,477	25,477
Dividends payable to Cabinet				(363,360)	(363,360)
Net revenue / expenses recognised directly in net worth	-	-	-	(337,883)	(337,883)
Surplus/(deficit)for the period 2023				363,360	363,360
Total recognised revenues and expenses for the period	-	-	-	25,477	25,477
Balance at 31 December 2023 carried forward	688,465	-	-	431,628	1,120,093

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	688,465	-	-	431,628	1,120,093
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	688,465	-	-	431,628	1,120,093
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	-				-
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				(75,367)	(75,367)
Net revenue / expenses recognised directly in net worth	-	-	-	(75,367)	(75,367)
Surplus/(deficit)for the period 2024				75,367	75,367
Total recognised revenues and expenses for the period	-	-	-	-	-
Balance at 31 December 2024 carried forward	688,465	-	-	431,628	1,120,093

OFFICE OF THE AUDITOR GENERAL

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	688,465	-	-	431,628	1,120,093
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	688,465	-	-	431,628	1,120,093
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet					-
Capital withdrawals by Cabinet				(34,020)	(34,020)
Net revenue / expenses recognised directly in net worth	-	-	-	(34,020)	(34,020)
Surplus/(deficit)for the period 2025				34,020	34,020
Total recognised revenues and expenses for the period	-	-	-	-	-
Balance at 31 December 2025	688,465	-	-	431,628	1,120,093

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
500	Cash on hand (IRIS Confirmation Account/Petty Cash)	500	500
-	Cash in transit (IRIS Remittance Account)	-	-
1,200,000	CI$ Operational Current Account held at Royal Bank of Canada	1,183,984	1,095,504
-	US$ Operational Current Account held at Royal Bank of Canada	-	-
25,000	Payroll Current Account held at Royal Bank of Canada	25,000	25,000
-	Bank Accounts held at other financial institutions ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
1,225,500	**TOTAL**	**1,209,484**	**1,121,004**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
1,038,347	Sale of goods and services	1,048,730	1,198,730
150,000	Outputs to Cabinet	165,000	200,000
75,000	Outputs to other government agencies	82,500	67,500
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
1,263,347	**Total trade receivables**	**1,296,230**	**1,466,230**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
1,162,279	Past due 1-30 days	1,237,900	1,400,250
63,167	Past due 31-60 days		
37,900	Past due 61-90 days		
	Past due 90 and above	32,406	36,656
	Non-Current		
	Past due 1 year and above	25,925	29,325
1,263,347	**Total**	**1,296,230**	**1,466,230**

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*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		-	-	14,383	98,106	45,855	49,439				-				-	207,784
Additions					24,894	10,000	4,000									38,894
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2023	-	-	-	14,383	123,000	55,855	53,439	-	-	-	-	-	-	-	-	246,678

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	-	-	-	14,383	123,000	55,855	53,439	-	-	-	-	-	-	-	-	246,677
Additions				75,000	20,000	5,000	5,000									105,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2024	-	-	-	89,383	143,000	60,855	58,439	-	-	-	-	-	-	-	-	351,677

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	-	-	-	89,383	143,000	60,855	58,439	-	-	-	-	-	-	-	-	351,677
Additions																-
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2025	-	-	-	89,383	143,000	60,855	58,439	-	-	-	-	-	-	-	-	351,677

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023				10,383	59,740	41,180	40,260				-					151,563
Transfers																-
Impairment Reserve 2023 (closing balance)																-
Depreciation Expense 2023		-	-	4,000	7,500	5,000	3,500	-	-	-	-	-	-	-	-	20,000
Eliminate on Disposal or Derecognisation 2023							(39,760)									(39,760)
Balance as at 31 December 2023		-	-	14,383	67,240	46,180	4,000	-	-	-	-	-	-	-	-	131,803

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		-	-	14,383	67,240	46,180	4,000	-	-	-	-	-	-	-	-	131,803
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		-	-	4,000	7,500	5,000	3,500	-	-	-	-	-	-	-	-	20,000
Eliminate on Disposal or Derecognisation 2024																-
Balance as at 31 December 2024		-	-	18,383	74,740	51,180	7,500	-	-	-	-	-	-	-	-	151,803

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		-	-	18,383	74,740	51,180	7,500	-	-	-	-	-	-	-	-	151,803
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		-	-	5,000	7,500	5,000	3,500	-	-	-	-	-	-	-	-	21,000
Eliminate on Disposal or Derecognisation 2025																-
Balance as at 31 December 2025		-	-	23,383	82,240	56,180	11,000	-	-	-	-	-	-	-	-	172,803

Net Book value 31 December 2023	-	-	-	0	55,760	9,675	49,439	-	-	-	-	-	-	-	-	114,875
Net Book value 31 December 2024	-	-	-	71,000	68,260	9,675	50,939	-	-	-	-	-	-	-	-	199,874
Net Book value 31 December 2025	-	-	-	66,000	60,760	4,675	47,439	-	-	-	-	-	-	-	-	178,874

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
55,000	Creditors	55,000	60,500
	Creditors Ministries/Portfolios		
	Creditors other government agencies		
-	Non current Accounts payable	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
2,000	Accrued Expenses	2,000	2,000
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
-	Other payables	-	-
57,000	**Total trade payables other payables and accruals**	**57,000**	**62,500**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
165,000	Annual Leave	190,000	210,000
-	Retirement and long service leave	-	-
-	Accrued salaries	-	-
-	Travel	-	-
4,500	Pension	6,000	7,000
-	Other salary related entitlements	-	-
169,500	**Total current portion**	**196,000**	**217,000**
	Non-current employee entitlements are represented by:		
	Retirement and long service leave		
169,500	**Total employee entitlements**	**196,000**	**217,000**

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
1,159,652	Outputs to Cabinet	1,192,800	1,248,267
2,842,035	Fees and charges	3,560,586	3,845,433
4,001,687	**Total sales of goods and services**	**4,753,386**	**5,093,700**
	Fees and Charges		
2,842,035	Audit Fees - Statutory	3,560,586	3,845,433
2,842,035	**Fees & Charges**	3,560,586	3,845,433
	Sales of Outputs to Cabinet		
1,159,652	Sales of Outputs to Cabinet	1,192,800	1,248,267
1,159,652	**Total Sales of Outputs to Cabinet**	1,192,800	1,248,267
4,001,687	**Total Goods and Services**	**4,753,386**	**5,093,700**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
2,780,632	Salaries, wages and allowances	3,403,919	3,690,463
361,311	Health care	425,487	462,318
-	Pension	-	-
-	Leave	-	-
22,000	Other personnel related costs	22,250	20,900
3,163,943	**Total Personnel Costs**	**3,851,656**	**4,173,681**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
57,382	Supplies and Materials	111,200	100,320
190,826	Purchase of services	304,563	335,019
123,600	Lease of Property and Equipment	207,000	227,700
10,418	Utilities	23,000	25,300
-	General Insurance	-	-
1,150	Interdepartmental expenses	41,150	45,265
17,121	Travel and Subsistence	29,750	32,725
21,887	Recruitment and Training	45,000	49,500
5,500	Other	15,700	17,270
427,884	**Total Supplies & consumables**	**777,363**	**833,099**

NOTE 15: LITIGATION COST

12-Month Forecast 2023	Litagation Costs	12-Month Budget 2024	12-Month Budget 2025
25,000	Legal Fees	27,500	30,250
	Description		
25,000	**Total Litigation cost**	**27,500**	**30,250**

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
363,360	**Surplus/(deficit) from ordinary activities**	75,367	34,020
	Non-cash movements		
20,000	Depreciation expense	20,000	21,000
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
16,791	(Increase)/decrease in receivables - Other Government agencies	(10,383)	(150,000)
	(Increase)/decrease in receivables - SAGC's	(15,000)	(35,000)
	(Increase)/decrease in receivables - Other 3rd Party	(7,500)	15,000
	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
	Increase/(decrease) in payables - Other 3rd Party	26,500	26,500
400,151	**Net cash flows from operating activities**	**88,984**	**(88,480)**

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OFFICE OF THE OMBUDSMAN

BUDGET STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024

AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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

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STATEMENT OF THE CHAIR, OVERSIGHT COMMITTEE

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2024 and 2025 financial years.

Honourable Bernie Bush, MP
Chair, Oversight Committee

Office of the Ombudsman

31 December 2023

STATEMENT OF THE OMBUDSMAN

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.

Sharon Roulstone
Ombudsman

Office of the Ombudsman

31 December 2023

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PART A

OWNERSHIP PERFORMANCE

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1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Office of the Ombudsman is a quasi-judicial independent office established by Parliament as an oversight and investigative body to receive and investigate public complaints and to ensure government transparency through enforcement of information rights. The authority and responsibilities of the Office of the Ombudsman are contained in the following legislation: -

- The Ombudsman Act (2021 Revision)
- The Complaints (Maladministration) Act (2018 Revision)
- The Police (Complaints by the Public) Act, 2017
- The Whistleblower Protection Act, 2015
- The Freedom of Information Act (2021 Revision)
- The Data Protection Act (2021 Revision)

Scope of Activities

1. Complaints Division

A. Maladministration Complaints

The Complaints (Maladministration) Act (2018 Revision) gives the Ombudsman authority to investigate the conduct, or anything done or omitted by any person in the exercise of administrative functions concerning the business of the government. This includes any abuse of power, inefficient, bad or improper administration and spans government Ministries, departments, government companies, statutory boards and authorities.

B. Public Complaints About Police Conduct

The Police (Complaints by the Public) Act, 2017 designated the Office of the Ombudsman as the oversight body for public complaints regarding police conduct. The Act empowers the Office of the Ombudsman to informally resolve complaints made by members of the public and when required, to undertake formal investigations of complaints. Findings by the Ombudsman are binding. They may result in the Ombudsman making recommendations to the Commissioner of the RCIPS to address concerns identified in an investigation as well as refer any suspicion of criminal conduct to the Office of the Director of Public Prosecutions.

C. Whistleblowing

The Whistleblower Protection Act, 2015 was enacted in February 2018 and gives the Office of the Ombudsman responsibility for receiving and investigating protected disclosures of improper conduct (as defined in the Act) and/or detrimental action where a public interest element exists. The Ombudsman has jurisdiction over all private and public employers in the Cayman Islands including the civil service, government companies and statutory authorities.

2. Information Rights Division

A. Freedom of Information

The *Freedom of Information Act (2021 Revision)* provides authority for the Ombudsman to hear, investigate and rule on appeals, to monitor and report on compliance with the Act, and to publicise the requirements and rights under the Act. The Ombudsman has a statutory obligation to table in Parliament annually a report on the operation of the Act containing the statistics on all activity prescribed in the Act. The Ombudsman's powers extend to the entire public sector.

B. Data Protection

The *Data Protection Act (2021 Revision)* designates the Ombudsman as the Data Protection Supervisory Authority for the Cayman Islands. The Ombudsman has authority to hear, investigate and rule on complaints and data breaches reported under the Act, to monitor, investigate and report on compliance with the Act, and publicise the requirements and rights under this Act. The Ombudsman's powers under the Act extend to the entire public and private sectors.

Customers and Location of Activities

The Office of the Ombudsman has jurisdiction to carry out its statutory functions in the Cayman Islands (Grand Cayman, Cayman Brac and Little Cayman).

The office is located at Anderson Square in George Town, Grand Cayman, Cayman Islands. Its customers are identified by Division below.

1. Complaints Division

- General public (maladministration and police conduct)
- Employees in the private and public sectors (whistleblower disclosures)

2. Information Rights Division

- General public (FOI and DP)
- Information Managers, Chief Officers, and others in the public sector (FOI)
- Data subjects and complainants in the public and private sectors (DP)
- Data controllers and data protection staff in the public and private sectors (DP)

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Office of the Ombudsman in the 2024 and 2025 financial years are as follows:

1. Complaints Division

A. Maladministration, Police Complaints and Whistleblower Disclosures

- Investigators will utilise their accredited investigative skills training to meet growing demand for our services and deliver timely investigation decisions and recommendations.
- Investigators will achieve early informal resolutions by continuing to build collaborative networks with the RCIPS, government Ministries, departments and statutory boards or authorities.
- Conduct reviews of the Internal Complaints Processes (ICP) with individual Ministries, departments, and statutory authorities in government to ensure ICPs are established, current and available to the public.
- Provide training to managers of ICPs to share best practices, build understanding, ensure consistency, and advance the service delivery standards.
- Continue to provide training and education opportunities to investigators to enhance their skills and ensure they remain apprised of current trends and techniques.
- Continuously review and build on robust internal policies and procedures to guide investigative processes that provide consistency and fairness in service delivery.
- Continue to provide training to the RCIPS on the established processes and responsibilities set out in the legislation.

B. Monitor Compliance of Recommendations

- The Ombudsman may make recommendations to a relevant entity concerning a finding in a police public complaint, maladministration investigation or in regard to improper conduct under the Whistleblower Protection Act. The implementation of the recommendations of the Ombudsman are tracked for compliance and reported to Parliament in a special report in cases where non-compliance is identified.

C. Public Education Outreach: Maladministration, Police Complaints and Whistleblowing

- Provide educational outreach to the public by increasing our visibility and seek speaking opportunities at established community events.
- Improve existing website to simplify the complaints process, provide guidance and publish reports on completed cases.
- Work with local media to raise the profile of our work.
- Conduct public outreach sessions on the Sister Islands to ensure the public there understand the services we provide and have better access to them.

2. Information Rights Division

A. Process, investigate, resolve and rule on FOI Appeals and Data Protection Complaints and Breaches

- Continuously review robust policies and procedures for processing, investigating, informally resolving and ruling on appeals under the FOI Act as well as complaints and data breaches under the Data Protection Act.
- Process, investigate, informally resolve and/or rule on appeals under the FOI Act, and complaints and data breaches under the Data Protection Act, in accordance with established policies and procedures.
- Continue to provide appropriate training and educational opportunities to staff to keep current with evolving legislation on data protection and compliance with international best practice on information rights.

B. Monitor compliance with FOI and Data Protection Acts

- Monitor and investigate public and private sector data controllers to ensure compliance with the applicable laws and carry out investigations in accordance with Ombudsman procedures.
- Monitor the implementation of binding orders issued by the Ombudsman.

C. Public Awareness of Information Rights (FOI and Data Protection)

- Continue to provide educational outreach to the general public, public authorities and data controllers in the public and private sector to increase awareness and understanding of Information Rights under the Freedom of Information and Data Protection Acts.
- Conduct public outreach in the Sister Islands to ensure understanding and correct application of Information Rights legislation in all three Cayman Islands.
- Develop and publicise guidance and tools for practitioners of the FOI and Data Protection Acts.
- Maintain and improve the Ombudsman's website to build greater understanding of the roles of the Office of the Ombudsman, guide practitioners of the FOI and Data Protection Acts in the public and private sectors, and publicise decisions and outcomes.
- Seek opportunities in the local media and speaking opportunities at events and conferences to highlight the rights of individuals and contributions made by the Office of the Ombudsman.
- Assist other UK Overseas Territories in establishing, developing and maintaining Information Rights.
- Respond to general inquiries by members of the public and practitioners about Information Rights.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Office of the Ombudsman for the years ending 31 December 2024 and 31 December 2025 are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
REVENUE FROM CABINET	2,525	2,565	2,498
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	-	-	-
SURPLUS/DEFICIT FROM OTHERS	-	-	-
OWNERSHIP EXPENSES	2,525	2,565	2,498
OPERATING SURPLUS/DEFICIT	**-**	**-**	**-**
NET WORTH	**901**	**926**	**876**
CASH FLOWS FROM OPERATING ACTIVITIES	30	29	14
CASH FLOWS FROM INVESTING ACTIVITIES	(25)	(25)	(15)
CASH FLOWS FROM FINANCING ACTIVITIES	25	25	15
CHANGE IN CASH BALANCES	30	29	14

FINANCIAL PERFORMANCE RATIO	2024 1 Jan to 31 Dec 2024 %	2025 1 Jan to 31 Dec 2025 %	2023 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	19:1	20:1	18:1
TOTAL ASSETS : TOTAL LIABILITIES	21:1	22:1	20:1

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	16	16	14
STAFF TURNOVER (%)			
MANAGERS	0%	0%	0%
PROFESSIONAL AND TECHNICAL STAFF	0%	0%	0%
CLERICAL AND LABOURER STAFF	0%	0%	0%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)	-	-	-
MANAGERS	4	4	4
PROFESSIONAL AND TECHNICAL STAFF	12	12	11
CLERICAL AND LABOURER STAFF	1	1	1
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS	946	971	921
ASSET REPLACEMENTS : TOTAL ASSETS	.03:1	.03:1	.02:1
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	.85:1	.86:1	.87:1
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	1:1	1:1	5:1

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
NONE	-	-	-
TOTAL	**NIL**	**NIL**	**NIL**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Legal challenges of binding decisions under the FOI Act by means of judicial review, appeals relating to matters referred to the judiciary.	NONE	Ensure professional staff have adequate education, skills and experience to ensure legally correct decisions are made.	Cost of legal fees in defending the position and independence of the Office in court.
Legal challenges of binding orders and requirements under the Data Protection Act by means of judicial review.	The Data Protection Act came into effect in October 2019.	Ensure professional staff have adequate education, skills and experience to ensure legally correct decisions are made.	Cost of legal fees in defending the position and independence of the Office in court.
Security of confidential documents.	NONE	All confidential documents e.g. personnel records and complainant files are kept secure.	Cost of legally defending a data breach
Legal challenges of decisions relative to the Complaints (Maladministration) Act (2018 Revision), The Police (Complaints by the Public) Act 2017 and The Whistleblower Protection Act, 2015 by means of judicial review.	NONE	Ensure all staff are adequately equipped to make decisions in accordance with Act.	Cost of legal fees in defending the position and independence of the Office in court.

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
EQUITY INVESTMENT FROM CABINET IN TO THE OFFICE OF THE OMBUDSMAN	25	25	15
TOTAL	**25**	**25**	**15**

PART B

OUTPUT PERFORMANCE

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5. OUTPUTS TO BE DELIVERED

OOB 1	Investigation of Maladministration Complaints, Public Complaints About Police Conduct, Whistleblower Disclosures

DESCRIPTION

Investigations of written complaints includes:

- Inquiries: Providing informal advice and guidance as well as referrals to other processes or agencies to members of the public.
- Preliminary Assessment: Conducting a thorough assessment of every written complaint to determine jurisdiction, authorities, issues and legal concerns.
- Early/Informal Resolution: Identify and attempt to implement early or informal resolutions to deal with complaints prior to initiating a formal investigation.
- Investigate written complaints made regarding maladministration, public complaints concerning the police and whistleblower disclosures when appropriate and efforts to resolve the matter early or informally have been unsuccessful.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of inquiries received and answered	150-200	150-200	150-175
• Number of maladministration complaints received	100-150	100-150	75-100
• Number of Police Complaints received	30-50	30-50	30-50
• Number of whistleblower disclosures received	1-10	1-10	1-10
• Number of Own Motion Investigations	1-3	1-3	1-3
QUALITY			
• All complaints will be thoroughly assessed and discussed with complainants. Expectations will be reviewed and clarified.	100%	100%	100%
• All Complainants will be apprised of file status every 30 days.	95%	95%	95%
• All complainants and authorities will be notified in writing of outcomes of early/informal resolutions and investigations.	100%	100%	100%
• All investigative material and contact with witnesses, complainants and authorities will be documented and uploaded to the case file.	100%	100%	100%
TIMELINESS			
• All Inquiries to be answered within five days.	95%	95%	95%
• All complaints will be acknowledged within five days.	95%	95%	95%
• Assessments of complaints will be conducted within thirty days of receipt.	100%	100%	100%
• Informal resolution or investigation initiated within 30 days.	95%	95%	95%
• All investigations to be completed within six months of receipt of the complaint.	90%	90%	90%
• Statutory Annual Report presented the Oversight Committee of the LA on an annual basis	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$1,191,013**	**$1,212,241**	**$1,174,276**

RELATED BROAD OUTCOME:

- Improve Quality of Life for Caymanians
- Modernise Government to Improve Public Sector Performance
- Enhance Competitiveness while Meeting International Standards

OOB 2	Compliance with Freedom of Information and Data Protection Legislation

DESCRIPTION

- Answer inquiries, provide advice and guidance to the public in relation to questions about FOI and DP.
- Process, investigate and decide FOI appeals and DP complaints and data breaches.
- Monitor, decide and report on compliance of public authorities with the FOI Act, and data controllers with the DP Act.
- Publicize and promote the requirements and rights under the FOI and DP Acts.

MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
QUANTITY			
• Number of FOI and DP inquiries responded to.	150-200	150-200	150-175
• Number of FOI appeals, DP complaints and data breaches processed, investigated and/or decided.	150-200	150-200	100-150
• Number of investigations to monitor public authorities and data controllers (as defined by FOI and DP Acts).	2-10	2-10	2-10
• Number of promotional activities and to promote public awareness of the FOI and DP Acts	10-30	10-30	10-15
QUALITY			
• All appeals, DP complaints and breaches processed and investigated by suitably qualified and trained staff.	95%	95%	95%
• All appeals, DP complaints and breaches processed and investigated in accordance with policies and procedures, and parameters established under the FOI and DP Acts.	100%	100%	100%
• All decisions and reports signed off by the Ombudsman.	100%	100%	100%
TIMELINESS			
• All inquiries answered within five days.	95%	95%	95%
• Appeals, DP complaints and breaches processed, investigated and decided within timelines established by Act and in internal policies and procedures.	95%	95%	95%
• Statutory Annual Report presented to the Oversight Committee of the LA on an annual basis	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	**$1,333,897**	**$1,352,591**	**$1,324,182**

RELATED BROAD OUTCOME:

- Improve Quality of Life for Caymanians
- Modernise Government to Improve Public Sector Performance
- Enhance Competitiveness while Meeting International Standards

CAYMAN ISLANDS GOVERNMENT

OFFICE OF THE OMBUDSMAN

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 2024 and 31 December 2025 and performance for the years ending 31 December 2024 and 31 December 2025; and
c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision).

Sharon Roulstone
Ombudsman

Office of the Ombudsman

31 December 2023

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FINANCIAL STATEMENTS

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

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OFFICE OF THE OMBUDSMAN

STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Office of the Ombudsman.*

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 2024 and 2025.

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.

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.

OFFICE OF THE OMBUDSMAN

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
729,944	Cash and cash equivalents	**1**	759,496	788,744
	Marketable securities and deposits			
85,000	Trade receivables	**2**	85,000	85,000
-	Other receivables	**2**	-	-
-	Inventories	**3**	-	-
-	Investments	**4**	-	-
13,000	Prepayments	**5**	13,000	13,000
827,944	**Total Current Assets**		**857,496**	**886,744**
	Non-Current Assets			
-	Trade receivables	**2**	-	-
-	Other receivables	**2**	-	-
	Inventories	**3**		
	Investments	**4**		
	Prepayments	**5**		
-	Intangible Assets	**6**	-	12,232
93,507	Property, plant and equipment	**6**	88,955	72,475
93,507	**Total Non-Current Assets**		**88,955**	**84,707**
921,451	**Total Assets**		**946,451**	**971,451**
	Current Liabilities			
8,000	Trade payables	**7**	8,000	8,000
10,000	Other payables and accruals	**7**	10,000	10,000
-	Unearned revenue	**8**	-	-
27,000	Employee entitlements	**9**	27,000	27,000
-	Repayment of surplus		-	-
45,000	**Total Current Liabilities**		**45,000**	**45,000**
	Non-Current Liabilities			
	Trade payables	**7**		
	Other payables and accruals	**7**		
	Unearned revenue	**8**		
-	Employee entitlements	**9**	-	-
-	**Total Non-Current Liabilities**		**-**	**-**
45,000	**Total Liabilities**		**45,000**	**45,000**
876,451	**Net Assets**		**901,451**	**926,451**
	NET WORTH			
876,451	Contributed capital		901,451	926,451
-	Other Reserves		-	-
-	Revaluation reserve		-	-
-	Accumulated surpluses/(deficits)		-	-
876,451	**Total Net Worth**		**901,451**	**926,451**

OFFICE OF THE OMBUDSMAN

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2024	12-Month Budget 2025
	FOR THE YEAR ENDED 31 DECEMBER 2024			
	Revenue			
2,498,458	Sale of goods and services	10	2,524,910	2,564,832
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
2,498,458	**Total Revenue**		**2,524,910**	**2,564,832**
	Expenses			
1,879,322	Personnel costs	13	1,967,292	2,002,495
449,010	Supplies and consumables	14	438,066	443,089
74,126	Depreciation & Amortisation	6	29,552	29,248
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
96,000	Litigation costs	15	90,000	90,000
-	Other expenses		-	-
-	Other Gains and Losses	16	-	-
2,498,458	**Total Expenses**		**2,524,910**	**2,564,832**
-	**Surplus or (Deficit) for the period**		**-**	**-**

OFFICE OF THE OMBUDSMAN

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	FOR THE YEAR ENDED 31 DECEMBER 2024			
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
2,413,458	Outputs to Cabinet		2,524,910	2,564,832
-	Outputs to other government agencies		-	-
	Sale of goods and services - third party		-	-
-	Interest received		-	-
	Donations / Grants		-	-
-	Other receipts		-	-
	Payments			
(1,852,322)	Personnel costs		(1,967,292)	(2,092,495)
(546,680)	Supplies and consumables		(528,066)	(443,089)
	Interest paid		-	-
-	Other payments		-	-
14,456	**Net cash flows from operating activities**		**29,552**	**29,248**
	CASH FLOWS FROM INVESTING ACTIVITIES			
(15,000)	Purchase of property, plant and equipment		(25,000)	(25,000)
	Proceeds from sale of property, plant and equipment		-	-
(15,000)	**Net cash flows from investing activities**		**(25,000)**	**(25,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
15,000	Equity Investment from Org 40		25,000	25,000
	Repayment of Surplus to Org 40		-	-
15,000	**Net cash flows from financing activities**		**25,000**	**25,000**
14,456	**Net increase/(decrease) in cash and cash equivalents**		**29,552**	**29,248**
715,488	Cash and cash equivalents at beginning of period		729,944	759,496
729,944	**Cash and cash equivalents at end of period**	1	**759,496**	**788,744**

OFFICE OF THE OMBUDSMAN

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	861,451				861,451
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors				-	-
Restated balance 31 December 2022	861,451	-	-	-	861,451
Changes in net worth for 2023					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	15,000				15,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	15,000	-	-	-	15,000
Surplus/(deficit)for the period 2023				-	-
Total recognised revenues and expenses for the period	15,000	-	-	-	15,000
Balance at 31 December 2023 carried forward	876,451	-	-	-	876,451

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	876,451	-	-	-	876,451
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2023	876,451	-	-	-	876,451
Changes in net worth for 2024					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Exchange differences on translating foreign operations					-
Equity Investment from Cabinet	25,000				25,000
Capital withdrawals by Cabinet					-
Dividends payable to Cabinet				-	-
Net revenue / expenses recognised directly in net worth	25,000	-	-	-	25,000
Surplus/(deficit)for the period 2024				-	-
Total recognised revenues and expenses for the period	25,000	-	-	-	25,000
Balance at 31 December 2024 carried forward	901,451	-	-	-	901,451

OFFICE OF THE OMBUDSMAN

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2024 brought forward	901,451	-	-	-	901,451
Prior Year Adjustments					
Changes in accounting policy					-
Accounting Errors					-
Restated balance 31 December 2024	901,451	-	-	-	901,451
Changes in net worth for 2025					
Gain/(loss) on property revaluation					-
Gain/(loss) on revaluation of investments					-
Equity Investment from Cabinet	25,000				25,000
Capital withdrawals by Cabinet				-	-
Net revenue / expenses recognised directly in net worth	25,000	-	-	-	25,000
Surplus/(deficit)for the period 2025				-	-
Total recognised revenues and expenses for the period	25,000	-	-	-	25,000
Balance at 31 December 2025	926,451	-	-	-	926,451

OFFICE OF THE OMBUDSMAN

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
100	Cash on hand (IRIS Confirmation Account/Petty Cash)	100	100
-	Cash in transit (IRIS Remittance Account)	-	-
719,844	CI$ Operational Current Account held at Royal Bank of Canada	749,396	778,644
-	US$ Operational Current Account held at Royal Bank of Canada	-	-
10,000	Payroll Current Account held at Royal Bank of Canada	10,000	10,000
-	Bank Accounts held at other financial institutions ***[DISCLOSE ACCOUNT DETAILS IF MATERIAL]***	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
729,944	**TOTAL**	**759,496**	**788,744**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Receivables	12-Month Budget 2024	12-Month Budget 2025
-	Sale of goods and services	-	-
75,000	Outputs to Cabinet	75,000	75,000
10,000	Outputs to other government agencies	10,000	10,000
-	Other	-	-
-	**Less: provision for doubtful debts**	-	-
85,000	**Total trade receivables**	**85,000**	**85,000**

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current		
78,200	Past due 1-30 days	85,000	85,000
4,250	Past due 31-60 days		
2,550	Past due 61-90 days		
	Past due 90 and above		
	Non-Current		
	Past due 1 year and above		
85,000	**Total**	**85,000**	**85,000**

NOTE 5: PREPAYMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
13,000	Accrued Prepayments	13,000	13,000
-	Prepaid Insurance	-	-
	Other		
13,000	**Total**	**13,000**	**13,000**

OFFICE OF THE OMBUDSMAN

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

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*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023		-	-	326,460	134,430	38,241	53,781				-				-	552,912
Additions						10,000	5,000									15,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2023	-	-	-	326,460	134,430	48,241	58,781	-	-	-	-	-	-	-	-	567,912

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024	-	-	-	326,460	134,430	48,240	58,781	-	-	-	-	-	-	-	-	567,911
Additions				15,000		10,000										25,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2024	-	-	-	341,460	134,430	58,240	58,781	-	-	-	-	-	-	-	-	592,911

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025	-	-	-	341,460	134,430	58,240	58,781	-	-	-	-	-	-	-	-	592,911
Additions							10,000									10,000
Disposals and Derecognisation																-
Revaluation																-
Transfers																-
Balance as at 31 December 2025	-	-	-	341,460	134,430	58,240	68,781	-	-	-	-	-	-	-	-	602,911

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2023				278,851	50,262	30,680	41,069				-					400,862
Transfers																-
Impairment Reserve 2023 (closing balance)																-
Depreciation Expense 2023		-	-	47,609	13,610	4,930	7,393	-	-	-	-	-	-	-	-	73,542
Eliminate on Disposal or Derecognisation 2023																-
Balance as at 31 December 2023		-	-	326,460	63,872	35,610	48,462	-	-	-	-	-	-	-	-	474,404

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2024		-	-	326,460	63,872	35,610	48,462	-	-	-	-	-	-	-	-	474,404
Transfers																-
Impairment change 2024																-
Depreciation Expense 2024		-	-	2,000	13,152	9,744	4,656	-	-	-	-	-	-	-	-	29,552
Eliminate on Disposal or Derecognisation 2024																-
Balance as at 31 December 2024		-	-	328,460	77,024	45,354	53,118	-	-	-	-	-	-	-	-	503,956

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 January 2025		-	-	328,460	77,024	45,354	53,118	-	-	-	-	-	-	-	-	503,956
Transfers																-
Impairment change 2025																-
Depreciation Expense 2025		-	-	2,000	13,152	6,672	4,656	-	-	-	-	-	-	-	-	26,480
Eliminate on Disposal or Derecognisation 2025																-
Balance as at 31 December 2025		-	-	330,460	90,176	52,026	57,774	-	-	-	-	-	-	-	-	530,436

Net Book value 31 December 2023	-	-	-	-	70,558	12,631	10,319	-	-	-	-	-	-	-	-	93,508

Net Book value 31 December 2024	-	-	-	13,000	57,406	12,886	5,663	-	-	-	-	-	-	-	-	88,955

Net Book value 31 December 2025	-	-	-	11,000	44,254	6,214	11,007	-	-	-	-	-	-	-	-	72,475

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

COST OF INTANGIBLE ASSETS

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	52,668		52,668
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2023	52,668	-	52,668

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	52,668	-	52,668
Additions			-
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2024	52,668	-	52,668

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	52,668	-	52,668
Additions	15,000		15,000
Disposals and Derecognisation			-
Revaluation			-
Transfers			-
Balance as at 31 December 2025	67,668	-	67,668

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2023	52,084		52,084
Transfers			-
Impairment Reserve 2023 (closing balance)			-
Depreciation Expense 2023	584	-	584
Eliminate on Disposal or Derecognisation 2023			-
Balance as at 31 December 2023	52,668	-	52,668

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2024	52,668	-	52,668
Transfers			-
Impairment change 2024			-
Depreciation Expense 2024	-	-	-
Eliminate on Disposal or Derecognisation 2024			-
Balance as at 31 December 2024	52,668	-	52,668

	Computer Software	*Other Intangible Assets*	*Total*
Balance as at 1 January 2025	52,668	-	52,668
Transfers			-
Impairment change 2025			-
Depreciation Expense 2025	2,768	-	2,768
Eliminate on Disposal or Derecognisation 2025			-
Balance as at 31 December 2025	55,436	-	55,436

Net Book value 31 December 2023	-	-	-

Net Book value 31 December 2024	-	-	-

Net Book value 31 December 2025	12,232	-	12,232

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
8,000	Creditors	8,000	8,000
	Creditors Ministries/Portfolios		
	Creditors other government agencies		
-	Non current Accounts payable	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
10,000	Accrued Expenses	10,000	10,000
	Accrued Expenses Ministries/Portfolios		
	Accrued Expenses other government agencies		
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
-	Other payables	-	-
18,000	**Total trade payables other payables and accruals**	**18,000**	**18,000**

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	Annual Leave	-	-
25,000	Retirement and long service leave	25,000	25,000
2,000	Accrued salaries	2,000	2,000
-	Travel	-	-
-	Pension	-	-
-	Other salary related entitlements	-	-
27,000	**Total current portion**	**27,000**	**27,000**
	Non-current employee entitlements are represented by: Retirement and long service leave		
27,000	**Total employee entitlements**	**27,000**	**27,000**

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
2,498,458	Outputs to Cabinet	2,524,910	2,564,832
-	Outputs to other government agencies	-	-
-	Fees and charges	-	-
-	General sales	-	-
-	Rentals	-	-
-	Other	-	-
2,498,458	**Total sales of goods and services**	**2,524,910**	**2,564,832**
	Sales of Outputs to Cabinet		
2,498,458	Sales of Outputs to Cabinet	2,524,910	2,564,832
2,498,458	**Total Sales of Outputs to Cabinet**	2,524,910	2,564,832
2,498,458	**Total Goods and Services**	**2,524,910**	**2,564,832**

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
1,486,154	Salaries, wages and allowances	1,576,922	1,577,106
295,456	Health care	287,448	324,348
81,512	Pension	87,922	88,042
10,800	Leave	10,000	10,000
5,400	Other personnel related costs	5,000	3,000
1,879,322	**Total Personnel Costs**	**1,967,292**	**2,002,495**

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
24,500	Supplies and Materials	16,500	16,500
189,100	Purchase of services	143,654	143,692
111,540	Lease of Property and Equipment	140,012	140,012
44,100	Utilities	32,500	34,500
-	General Insurance	-	-
5,000	Interdepartmental expenses	59,700	62,685
28,000	Travel and Subsistence	10,000	10,000
40,000	Recruitment and Training	30,000	30,000
6,770	Other	5,700	5,700
449,010	**Total Supplies & consumables**	**438,066**	**443,089**

NOTE 15: LITIGATION COST

12-Month Forecast 2023	Litagation Costs	12-Month Budget 2024	12-Month Budget 2025
96,000	Legal Fees	90,000	90,000
	Description		
96,000	**Total Litigation cost**	**90,000**	**90,000**

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

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
-	**Surplus/(deficit) from ordinary activities**	-	-
	Non-cash movements		
74,126	Depreciation expense	29,552	29,248
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
(42,093)	(Increase)/decrease in receivables - Other Government agencies		
	(Increase)/decrease in receivables - SAGC's		
	(Increase)/decrease in receivables - Other 3rd Party		
6,280	Increase/(decrease) in payables - Other Government agencies		
	Increase/(decrease) in payables - SAGC's		
(23,857)	Increase/(decrease) in payables - Other 3rd Party		
14,456	**Net cash flows from operating activities**	**29,552**	**29,248**

NOTE 20: COMMITMENTS

Type	One year or less	One to five Years	Over five Years	Total
Capital Commitments				
Property, plant and equipment				-
Other fixed assets				-
Other commitments (list separately if material)				-
Total Capital Commitments	-	-	-	-
Operating Commitments				
Non-cancellable accommodation leases	135,008.0	540,032.0		675,040.0
Other non-cancellable leases				-
Non-cancellable contracts for the supply of goods and services				-
Other operating commitments				-
Total Operating Commitments	135,008.0	540,032.0	-	675,040.0
Total Commitments	135,008.0	540,032.0	-	675,040.0

NOTE 21: RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
411,357	Salaries & other short-term employee benefits	**504,453**	**508,965**
	Past employee benefits		
	Other long-term benefits		
	Termination benefits		
	Loans		
411,357	**Total**	**504,453**	**508,965**

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CAYMAN ISLANDS GOVERNMENT

BUDGET STATEMENTS

END