

ANNUAL PLAN AND ESTIMATES

**FOR THE YEAR
ENDING
30 JUNE 2014**



**CAYMAN ISLANDS
GOVERNMENT**

2013 / 14 BUDGET

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INTRODUCTION

PURPOSE

This Annual Plan and Estimates (AP&E) is the Government's main Budget document and provides a summary of the Government's planned policy actions and forecast financial performance for the 2013/14 financial year. These actions reflect the outcome goals, fiscal strategy and priorities established by Cabinet.

This document also specifies the expenditure appropriations being requested to fund those policy actions. The appropriation request forms the basis of the Appropriation (July 2013 to June 2014) Bill, 2013.

The AP&E summarises the planned actions and financial performance at an overall government level. The performance expected to individual Government agencies and Non-Governmental Organisations supplying outputs is provided in three other sets of document that accompany the Annual Plan and Estimates:

Annual Budget Statements for each Ministry and Portfolio, which documents in detail the output delivery and ownership performance expected of each agency during the 2013/14 financial year.

Purchase Agreements, which specify in detail the outputs the Government plans to purchase from Statutory Authorities, Government Companies and Non-Governmental output suppliers in the 2013/14 financial year.

Ownership Agreements, which specify the ownership performance the Government expects of each Statutory Authority and Government Owned Company during 2013/14

CONTENT OF THE ANNUAL PLAN AND ESTIMATES

Section A contains the Government's Annual Plan for the financial year. This plan has been developed to give effect to the Government's strategic outcome goals. Section A includes:

- A description of the policy outcomes that the Government is seeking to influence during the year;
- A summary of the policy actions the Government intends to take to influence these policy outcomes including legislation that will be prepared and introduced, outputs that will be purchased (by group) and Transfer of Payments that will be made (by category); an
- Ownership actions that will be taken (by way of equity investments, the purchase/development of assets, loans to be made and Borrowings).
- An overview of the forecast financial performance for the Government as a whole for the financial year. These forecasts have been prepared on an accrual-accounting basis.

Section B contains the Estimates of Appropriations for the 2013/14 financial year. These appropriations are to Cabinet and are the responsibility of the assigned Minister or Official Member. Three sets of appropriations are the responsibility of Committees of the Legislative Assembly. These allow them to purchase outputs from the Audit Office, the Office of the Complaints Commissioner and Office of the Information Commissioner.

Section C contains the detailed Forecast Accrual Based-Financial Statements for the 2013/14 financial year, for the Entire Public Sector.

BASIS OF FINANCIAL INFORMATION

In accordance with the requirements of the Public Management and Finance Law (2012 Revision), all the financial information presented in the Annual Plan and Estimates (and the other budget documents) have been calculated on an accrual accounting basis.

Under Accrual Accounting

- A strict operating/capital distinction is maintained with separate statements prepared for operation activity (the Operating Statement), assets and liabilities (the Balance Sheet) and cash flows (Statement of Cash Flows);
- Operating revenue is recognised in the Operating Statement when it is due, not when the cash is collected (which is reported in the Statement of Cash Flows). Revenue due but not collected is recorded as an accounts receivable in the Balance Sheet;
- Operating expenses are recognised in the Operating Statement when the expense is incurred (usually the point the expenditure is committed) not when the cash flows out (which is reported in the Statement of Cash Flows). Expenses payable but not yet paid are recorded in the Balance Sheet as a liability; and
- Non-Cash expenses are also recognised in the Operating Statement. The major non-cash expense is depreciation. This reflects the use (or wearing out) of assets. Any write-off reduction in the value of assets is also recorded as an accrual expense, as in the increase in any liabilities (such as the unfunded public service pension liability).

SECTION A

ANNUAL PLAN

**FOR THE 2013/14
FINANCIAL YEAR**

PREPARED IN ACCORDANCE WITH SECTION 24 OF THE PUBLIC MANAGEMENT AND FINANCE LAW (2012 REVISION)

OVERVIEW OF OUTCOMES FOR 2013/14

BROAD OUTCOME GOALS

The Cabinet has established 12 Broad Outcome Goals to guide its policy actions. There are:

1. A strong, thriving and increasingly diverse economy;
2. A work-ready and globally competitive workforce;
3. A more secure community;
4. A more efficient, accessible and affordable public service;
5. Modern, smart infrastructure;
6. A fit and healthy population;
7. A centre of excellence in education;
8. A culture of good governance;
9. Sustainable development in Cayman Brac and Little Cayman with sensitivity to the islands' unique characteristics;
10. Conservation of our biological diversity and ecologically sustainable development;
11. A robust agriculture sector suited to the needs and resources of the country;and
12. Equity and justice in a society that values the contribution of all.

SPECIFIC OUTCOMES AND KEY POLICY STRATEGIES

The specific outcomes the Government intends to target in order to achieve the 12 Broad Outcomes are summarised below.

Broad Outcome 1
A STRONG, THRIVING AND INCREASINGLY DIVERSE ECONOMY
• Provide high quality products and services in the Tourism Sector for visitors through enhanced services provided by the Department of Tourism; • Develop a highly skilled Caymanian workforce through various training interventions and the work of the National Workforce Development Agency; • Upholding the positive reputation of the Cayman Islands as an international financial centre through the work of the Financial Services Ministry and industry stakeholders; • Ensure that the Cayman Islands continues to meet current and evolving international standards affecting the financial services industry including those standards set by the FSB, OECD Global Forum and other international standard setting bodies; • Raise awareness and create a positive impression of the jurisdiction as a preferred investment location and excellent place to do business; • Create direct registration in the Cayman Islands for Patents & Trademarks; • Facilitate Opportunities for Foreign Direct Investment; • Provision of an enhanced Business Licensing System and • Increased enforcement of Local Licensing Laws.

Broad Outcome 2
A WORK-READY AND GLOBALLY COMPETITIVE WORKFORCE
• Introduction of enhanced employment services, including the provision of on-line access for employers to post vacancies and for employees to upload their resumes; • Implementation of a national work readiness programme, in which barriers to employment and career progression are effectively identified and remediated; • Development of a national Technical Vocational Education Training (TVET) strategy; • Establish registration standards and a quality assurance framework for training institutions; • Continue the roll out of national employment programmes, such as Passport2Success, to help vulnerable groups overcome their specific barriers to employment; • Development of a national strategy to facilitate a culture of life-long learning that includes the provision of adult educational opportunities that are informed by an on-going evaluation of labour markets; • Development of a 'culture of compliance' of adherence to labour/business related laws through integrated work with key Government and non-governmental organisations and • Activation of the new Inspections Unit, to allow for proactive Inspections and Audits of workplaces in accordance with the Labour and Pensions Laws

Broad Outcome 3

A MORE SECURE COMMUNITY

- Provision of appropriate rehabilitation services for youth at the that will offer treatment programmes to address risky behaviours such as drug and alcohol misuse, criminal behaviour, etc. ;
- Significantly enhance the rehabilitation of offenders to help them to become contributing members of society;
- Provision of treatment services to meet the needs of participants in Drug Rehabilitation Court;
- Implement a comprehensive training and development programme for law enforcement and public safety officers;
- Improve the intelligence and information sharing capabilities within law enforcement;
- Review polices to improve community cooperation and participation in crime prevention;
- Continually strive to identify weaknesses and threats to the on-going provision of high quality fire and rescue services, and to act upon such issues in a prompt, efficient and economically responsible manner; and
- The enhancement of Inter-agency collaboration, co-operation and communication to ensure the needs of at-risk youth in the community are met through a holistic approach.

Broad Outcome 4

A MORE EFFICIENT, ACCESSIBLE AND AFFORDABLE PUBLIC SERVICE

- Establish the mechanisms to improve the development and coordination of Government Policy, encourage innovation and creativity in policymaking, and identify and oversee policy which encompasses a number of ministries and portfolios;
- Create greater administrative efficiency to ensure that all services among Government agencies are provided in a timely, quality- oriented, customer focused, efficient and effective manner;
- Support the improvement of human capital across the Government to create a dynamic and responsive workforce;
- Improve the customer satisfaction through timely communication of decisions made and decisions taken;
- Leverage technology to improve efficiency and effectiveness;
- Upgrade Government information technology infrastructure network resilience, Internet and electronic transaction security, making Government less susceptible to loss of revenue and productivity, as a result of damage to computing equipment;
- Development of training programs and succession plans for the advancement of Caymanians within the Civil Service
- Create a performance based organization that appreciates and rewards exceptional work;
- Implement enhancements/upgrades to the centralised accounting system (IRIS).
- Improve quality of revenue forecasts by strengthening working relationships with key revenue collecting agencies and obtaining expert technical assistance for forecast training;
- Further develop the infrastructure of the Civil Service College;
- Develop Online Learning Programmes in the civil service;
- Continue Development of the Professional Diploma Programme for the Uniform Branches

Broad Outcome 5

MODERN, SMART INFRASTRATURE

- Development and enhancement of the three airports in the Cayman Islands;
- Development of a modern Cruise Berthing facility;
- Enhance The Royal Watler Cruise Terminal to improve the cruise visitor experience
- Continue facilitating the process for the most appropriate Comprehensive / Integrated solid waste management and Waste-to-Energy facility for Grand Cayman and the Sister Islands;
- Continue exploration of opportunities for partnerships with the private sector to enhance the Country's infrastructure;and
- Continue to make enhancements to the road network infrastructure across all three islands to support economic development

Broad Outcome 6

A FIT AND HEALTHY POPULATION

- Sensitizing family members and care-givers of mentally ill, elderly and /or disabled persons in regards to their needs and care in order to ensure quality care is provided by those persons;
- Recruit, train and support Foster Care families and conduct assessments on persons wishing to foster children in a similar manner to those who wish to adopt children;
- Teaching of fundamentals of sports and sport specific skills to children and adults involved in programmes; giving them a proper foundation to develop as athletes to participate in local leagues/events;
- Deliver family programmes that will assist parents to develop positive and effective parenting skills and that are relevant to communities within the Cayman Islands;
- Continued work to assist in developing motor skills and increase physical activity in children and adults to reduce the risks of cardiovascular diseases and produce a healthier society;
- Continue the enhancement and expansion of family therapy services to broaden the range of services available to those residents of our community who may be struggling with issues such as trauma, grief, depression and anxiety, and substance abuse;
- Further develop and enhance the food hygiene and safety programs to improve standards at establishments and institutions;
- Expand environmental health programs in the districts to improve the existing sanitary conditions including rodent control;
- Expand the environmental health educational and promotional programs to students and the public to enable them to do their part in controlling or eliminating environmental health nuisances, risks, and diseases through behavior modification and civic pride;
- Facilitate the promulgation of a new Environmental Health Law (EHL) and Regulations to effectively manage environmental health functions, inclusive of food safety, solid waste management, recycling, and waste to energy facilities;
- Maintain a public education campaign on health insurance in the Cayman Islands;
- Improve disease prevention capability by developing DNA analysis techniques to detect the presence of vector-borne diseases in mosquito populations, with particular emphasis on Dengue Fever, Malaria and West Nile virus;and
- Develop and implement a public education programme to enhance the effectiveness of the MRCU's overall mosquito control strategy by improving public awareness of the issues surrounding mosquito control and encouraging the involvement of the general public in particular control methods

Broad Outcome 7

A CENTRE OF EXCELLENCE IN EDUCATION

- Full-scale implementation of the National Strategic Plan for Education;
- Implementation of revised Council guidelines for the registration and the operation of Early Childhood Care and Education Centres and private schools;
- Continued focus on strategies to improve teaching in maths and literacy through a coaching model to support and develop more effective classroom practices, particularly in literacy, numeracy and ICT integration ;
- Introduction of a new legislative framework for Education;
- Formal launch of the new “Safer Schools” strategy, an umbrella programme of initiatives (eg. Anti-bullying, parenting and pregnant teens programme) to promote welcoming, supportive, respectful learning environments that value individual safety and well-being and the right of all students to learn;
- Development of a code of practice for gifted and talented students;
- Expansion of vocational programmes at high schools and CIFEC;
- Focus on narrowing the achievement gap between boys and girls;
- Reorganization of the Public Libraries in order to provide enhanced customer service and to ensure that the needs of the community are being met;
- Continue to develop the Library as a central location for research and study;
- Development and implementation of new library programs and services for specific target groups and to support lifelong learning and to encourage a love of reading ;
- Revision and update of the Libraries Law;
- Implementation of a five-year Strategic Plan 2013-2018 by the University College of the Cayman Islands (UCCI);
- Continue to raise the profile of UCCI through membership with:
 - the International Association of College Business Education (IACBE);
 - Lampton College (CARICOM scholarships for UCCI Students);
 - Nursing Council of Jamaica for Indexing of Nursing Students;
 - New England Institute of Technology for programmes in Engineering and Nursing; Carlton University, Canada; and Coventry University, United Kingdom.
- Development of new programmes and courses at UCCI including:
 - A Bachelor of Science Degree in Nursing;
 - Associate of Arts in Legal Studies in collaboration with CILEx Law School; and
 - Executive Certificate in Global Leadership in collaboration with the University of Texas
- Continue to host top-class lecture series and workshops featuring international and local expertise on a variety of relevant subject areas;
- Increase community cohesion by creating an environment for positive interaction and character building;
- Promote the Bachelor of Science in youth Development Work at the Grand Cayman University of the West Indies Open Campus (UCCI) to youth leaders, directors, workers and volunteers;
- To address a minimum of three National Youth Policy goals in weekly/monthly youth programmes;
- Provide opportunities for the youth to be part of decision making forums such as the C.I. Youth Assembly, National Youth Commission, Schools’ Student Councils, committees reviewing/updating the Cayman Islands National Youth Policy etc. pertaining to youth issues.

Broad Outcome 8

A CULTURE OF GOOD GOVERNANCE

- The development of a set of modeling tools and information sources in order to assess the impact of Government policies;
- Review legislation with a view to update and modernize where necessary;
- Enhance administration of Freedom of Information across Government Agencies ;
- Enhance public accountability through the release of relevant and timely audit reports to all stakeholders;
- Meet the deadlines and commitments of the Public Management and Finance Law (2012 Revision);
- Develop legislation to improve the governance of statutory authorities and government companies;
- Establish a Police Public Complaints Commission that will act as an independent civilian oversight body for the Police and ensure compliance with the Public Police Complaints Law (2013);
- Update the provisions of the Anti-corruption laws (2008) regarding the establishment and operation of the Anti-Corruption Commission

Broad Outcome 9

SUSTAINABLE DEVELOPMENT IN CAYMAN BRAC AND LITTLE CAYMAN WITH SENSITIVITY TO THE ISLANDS' UNIQUE CHARACTERISTICS

- Establish an airline reservations Centre in Cayman Brac for Cayman Airways to further job creation and disaster mitigation strategies;
- Establish a Cargo facility in Cayman Brac for Cayman Airways;
- Enhance the Charles Kirkconnell International Airport to include expansion to accommodate security and screening equipment for the processing of international flights;
- Develop runway in Little Cayman on Cayman Islands Airports Authority property, in order to allow efficient and cost effective turbo prop aircraft service to Little Cayman;
- Improve the Cayman Brac play field site on the Bluff with amenities such as changing rooms and bleachers. This will allow for internationally recognized soccer matches to be played on Cayman Brac; and
- Convert the Hurricane Shelter site on the Bluff into a Secondary School to replace the present Layman Scott Senior School site.

Broad Outcome 10

CONSERVATION OF OUR BIOLOGICAL DIVERSITY AND ECOLOGICALLY SUSTAINABLE DEVELOPMENT

- Enact and implement the National Conservation Law;
- Finalise and agree proposals for an enhanced system of marine parks for the Cayman Islands and continue Darwin Initiative-funded post-project activities;
- Complete implementation of the Endangered Species Trade and Transport Law (2004);
- Implement climate change adaptation and mitigation strategies;
- Continued implementation of the National Biodiversity Action Plan to significantly improve mosquito control methods through the adoption of a pre-emptive approach to mosquito control through an ambitious expansion of aerial larviciding.
- Research and develop control methods targeting Grassland Mosquitoes; and
- Provision of additional support to the National Trust of the Cayman Islands.

Broad Outcome 11

A ROBUST AGRICULTURE SECTOR SUITED TO THE NEEDS AND RESOURCES OF THE COUNTRY

- Provide a cohesive, coordinated body of policies relating to National Food and Nutrition Security and the development of the agricultural sector;
- Enhance national food security through a multipronged approach – expansion of Protected Agriculture Systems for crop production, promotion of backyard and community gardens and improvement of the livestock sector;
- Facilitate the expansion of the market for agricultural products;
- Provision of technical support for Agricultural Shows in the Islands;
- Strengthen linkages with regional and international development partners and forge a more formal cooperative arrangement with the Caribbean Agricultural Research and Development Institute (CARDI);
- Enhance the protection of plant, animal and by extension human health in these islands through active cooperation with regional pest safeguarding initiatives, regulatory enforcement, proactive pest and disease surveillance and monitoring programmes;

Broad Outcome 12

EQUITY AND JUSTICE IN A SOCIETY THAT VALUES THE CONTRIBUTION OF ALL

- Continue to work towards requirements for the United Kingdom to extend the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) to the Cayman Islands;
- Provision of a 10 year review and update of the CIG's National Policy on Gender Equity and Equality with a view to establish key implementation priorities moving forward;
- Review the National Committee on Gender and Family Violence (NCGFV) with an aim to revamp the committee's structure and terms of reference;
- Provision of increased funding for Legal Aid; and
- Provision of infrastructure for compliance with the Constitutional Bill of Rights

OVERVIEW OF KEY POLICY ACTION FOR 2013/14

INTRODUCTION

Section 4 to 9 of the Annual Plan and Estimates outline the specific policy actions that the Government intends to pursue during the 2013/14 to support the achievement of the nineteen broad outcomes outlined in Section 2.

These policy actions fall into four (4) broad categories:

Legislative Measure;

Purchase of Outputs; and

Making of Transfer Payments; and

Ownership Actions (which includes):

- a. Equity Investments;
- b. Executive Assets;
- c. Granting of loans and
- d. Issuing of Guarantees.

Some of these policy actions will require funding and the associated appropriation request are detailed in Section B of this document. The financial of the policy actions are discussed in Section 10 of the Financial Forecasts for 2013/14. Compliance with the Strategic Policy Statement and the Principles of Responsible Financial Management is summarized in Section 11.

OVERVIEW OF KEY POLICY ACTIONS

Outcome 1: A Strong, Thriving and Increasingly Diverse Economy

Compliance with the Public Management and Finance Law will require a contraction in public sector spending over the short to medium term. The Government must therefore increasingly refocus its efforts towards facilitating economic growth by promoting a climate that allows the private sector to flourish.

To grow, the private sector requires access to the best talent, and the Government must assist by providing Caymanians with access to higher education and training. The Government must also encourage continued investment and restoration of investor confidence through open, honest, fair and transparent governance and the avoidance of restrictive tax measures.

The Government will introduce policies and other economic measures to encourage entrepreneurship and lower the cost for small businesses. As an interim measure and to inspire investor confidence, the Government is committing to no new inflationary revenue measures in the short to medium term.

Whilst the Cayman Islands' existing business model has served it well over the past 40 years, the Government recognizes the need to diversify the economic base to create further opportunities for Caymanians and add an extra layer of economic safeguard. The Government will therefore support initiatives such as health tourism and the expansion of the Special Economic Zone.

The Government holds steadfast to the view that severe austerity measures will not be the prescription that restores the Country's financial health. Flexibility must be allowed to enable the Government to address its domestic affairs through policies and strategies that are harmonious to our unique set of circumstances as a small-island economy.

The people of the Cayman Islands have shown tremendous resilience during the recent difficult economic times. Where others have faltered, we have held steadfast. Our debt is declining; our credit ratings have been reconfirmed; revenues are growing; expenditures are reducing, and we are producing Surplus budgets; and growing cash reserves.

Outcome 2: A Work-Ready and Globally Competitive Workforce

The Government will build on the establishment of the new National Workforce Development Agency to deliver services that will support work readiness and job placements for Caymanians actively seeking employment or career progression and advance a national workforce development and training agenda.

Necessary resources have been put in place to facilitate the delivery of relevant and appropriate training interventions.

Whilst the policies and aims of the Government will always be to provide Caymanians with the best opportunity and the first opportunity, the need for international talent to augment the Caymanian workforce will continue to remain a key part of our economic reality. To this end, policies and legislation will be implemented which are conducive to harmonious growth in the overall workforce.

Key planned employment related initiatives include:

- Introduction of enhanced employment services, including the provision of assessment tools that serve to identify skills and knowledge deficits which will inform the development of training initiatives;
- Implementation of a national work readiness programme, in which barriers to employment and career progression are effectively identified and remediated through training opportunities;
- Development of mechanisms to match unemployed persons with jobs for which they have the requisite skills, knowledge and experience;
- The continued roll out of national employment programmes, such as Passport2Success, to help vulnerable groups overcome their specific barriers to employment; and
- Development of a national strategy to facilitate a culture of life-long learning that includes the provision of adult educational opportunities that are informed by an on-going evaluation of labour markets.

The Government will also amend the National Pensions and Labour Laws and foster greater integration among various key agencies to improve compliance with those legislation. These efforts will be further underpinned through the activation of the new inspection Unit to allow for proactive inspections and audits of workplaces.

Outcome 3: A More Secure Community

National security is a fundamental tenet of any Country. Residents and visitors of the Cayman Islands must enjoy the freedom to go about their daily lives without the need to fear for their personal safety or that of their loved ones.

The Government will not concede to the unfortunate actions of a few and will continue to invest in national security measures to restore the peaceful and tranquil record that the Cayman Islands have enjoyed throughout its history.

Resources will be provided to the Royal Cayman Islands Police Service to maintain and enhance their capability to effectively address crime.

Efforts will be made to significantly enhance the rehabilitation of offenders to help them to become contributing members of society. The Government will also implement a comprehensive training and development programme for law enforcement and public safety.

Given the limited resources, the Royal Cayman Islands Police will continue an intelligence led approach to policing while reviewing its policies to improve community cooperation and participation.

The country's fire service will also be provided additional resource to address weaknesses and threats to the on-going provision of high quality fire and rescue services, and to act upon such issues in a prompt, efficient and economically responsible manner.

The Government is also cognizant of the linkages between unemployment and crime; therefore, targeted efforts will be made to increase employment among the youth through training, and other intervention methods.

Outcome 4: A More Efficient, Accessible and Affordable Public Service

The Civil Service continues to deliver enhanced services with fewer resources. In many instances, these additional services were mandated by changes to the constitution and other legislation such as freedom of information, the public management and finance law as well as the public service management law.

The Government recognizes the need to improve the efficiency of services across the public sector and will pursue the following initiatives:

- The leveraging of technology to improve efficiency and effectiveness;
- Development of training programs and succession plans for the advancement of Caymanians within the Government;
- Creating a performance based organization that appreciates and rewards exceptional work;
- Establishment of the mechanisms to improve the development and coordination of Government Policy, encourage innovation and creativity in policymaking, and identify and oversee policy which encompasses a number of ministries and portfolios;
- Create greater administrative efficiency to ensure that all services among Government agencies are provided in a timely, quality- oriented, customer focused, efficient and effective manner; and
- Support the improvement of human capital across the Government to create a dynamic and responsive workforce.

Outcome 5: Modern, Smart Infrastructure

Tourism remains a key pillar of the local economy. The Government is committed to the enhancement of our Tourism infrastructure through the redevelopment of the Owen Roberts International Airport. This will entail an expansion of current capacity, improvements to airfield safety, improvement to the terminal and enhancement to the passenger experience

through greater processing efficiency.

Work on the development of a modern Cruise Berthing facility at the George Town port will continue. Cruise berthing is a major requirement to improve the Cayman Islands competitive standing in the cruise tourism industry and improve visitor numbers.

The Government will continue to invest in the maintenance and upgrade of the country's road network infrastructure. Where appropriate, and feasible, opportunities for partnership with private sector developers will be pursued.

The Government will also work towards a sustainable solution for solid waste management.

Outcome 6: A Fit and Healthy Population

A significant portion of the national budget is directed towards public sector healthcare costs. It is a growing problem which the Government recognizes and intends to take measures to address over the short to medium term by incentivising lifestyle changes, introducing policies which place greater focus on preventative and primary healthcare, thereby minimizing the incidences of chronic illness.

The Government will also review the current healthcare model to determine whether it is optimal for the Cayman Islands. Other planned measures supporting this outcome include:

- Sensitizing family members and care-givers of mentally ill, elderly and /or disabled persons in regards to their needs and care in order to ensure quality care is provided by those persons;
- The enhancement and expansion of family therapy services to broaden the range of services available to those residents of our community who may be struggling with issues such as trauma, grief, depression and anxiety, and substance abuse;
- Further develop and enhance the food hygiene and safety programs to improve standards at establishments and institutions;
- Expand environmental health programs in the districts to improve the existing sanitary conditions including rodent control;
- Upgrade the Department of Environmental Health's fleet of vehicles and equipment to improve services and meet contractual obligations;
- Expand the environmental health educational and promotional programs to students and the public to enable them to do their part in controlling or eliminating environmental health nuisances, risks, and diseases through behavior modification and civic pride;
- Improve the disease prevention capability by developing DNA analysis techniques to detect the presence of vector-borne diseases in mosquito populations, with particular emphasis on Dengue Fever, Malaria and West Nile virus;
- Update the Mental Health Regulations to meet the current needs of the mentally ill and align with the new constitution; and
- Update the Pharmacy Law to modernize the regulation, handling, manufacturing and storage of pharmaceuticals.

Outcome 7: A Centre of Excellence in Education

The Government will continue its drive towards a world-class education system, with a reform agenda that revolves around the following key priority areas:

- Strengthening leadership and building national capacity;
- Setting high standards and improving student achievement and progress;
- Enhance skills for learning, life and work;
- Building a world-class Early Childhood Care and Education system ;
- Develop safer learning environments and promote inclusion;
- Build strong partnerships with parents and communities;

This will be facilitated by key initiatives including the full-scale implementation of the National Strategic Plan for Education, increasing parent, student and stakeholder engagement in education and implementing the revised council guidelines for the registration and the operation of early childhood care and education centres and private schools.

The Government will also Implement the new 'Safer Schools' strategy that covers a range of work to develop more inclusive practices and make schools more secure and welcoming places, such as tackling bullying, inviting more student feedback and introducing a new parenting and pregnant teens programme .

In addition, the University College of the Cayman Islands will implement a five year strategic plan covering the period 2013 through 2018. The strategic plan will include the development of new programmes and courses including a Bachelor of Science Degree in Nursing, Associate of Arts in Legal Studies in collaboration with CILEX and the executive certificate in Global leadership.

Outcome 8: A Culture of Good Governance

This Government is committed to sound fiscal management and good governance. It is committed to the rule of law; and to the continued restoration of public finances to sustainable levels.

In achieving a culture of good governance, the Government will seek to enhance the administration of Freedom of Information across Government Departments, enhance public accountability through the timely release of audit reports to stakeholders and meet the deadlines and commitments of the Public Management and Finance Law (2012 revision).

The Government will also develop legislation to improve the governance of statutory authorities and government companies, update the provision of the anti-corruption law and enact legislation to support the operations of the Commission on Standards in Public Life.

Outcome 9: Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics

Cayman Airways will establish a reservation centre in Cayman Brac. This will not only create job opportunities but also act as a disaster mitigation strategy for the national airline.

The Charles Kirkconnell International Airport will be expanded to accommodate security and screening equipment for the processing of international flights which will provide an important economic stimulus for Cayman Brac. The airport's departure lounge will also be expanded along with the provision of an enlarged arrivals facility.

The Government will seek to establish an adequate runway in Little Cayman on property belonging to the Cayman Islands Airports Authority. This will allow for efficient and effective turbo prop aircraft service.

Sporting facilities on Cayman Brac will be enhanced with the provision of changing rooms and bleachers to allow for internationally recognized soccer matches to be played on the Island.

The Hurricane Shelter site on the Bluff will be converted to a Secondary School to replace the present Layman Scott Senior School site.

Outcome 10: Conservation of our Biological Diversity and Ecologically Sustainable Development

The Government will enact the long awaited National Conservation Law. It will also finalize and agree proposals for an enhanced system of marine parks for the Cayman Islands and continue Darwin-funded post-project activities.

The Endangered Species Trade and Transport Law (2004) will be completed and the Government will continue implementation of the National Biodiversity Action Plan to significantly improve mosquito control methods through the adoption of a pre-emptive approach to mosquito control.

The Government has also made budgetary provisions for the provision of additional support to the National Trust of the Cayman Islands.

Outcome 11: A Robust Agriculture Sector Suited to the Needs and Resources of the Country

The Government will provide a cohesive, coordinated body of policies relating to National Food and Nutrition Security and the development of the agricultural sector, with the goal of providing the necessary legislative and policy framework to help the sector plan and grow.

Linkages with regional and international development partners will be strengthened and a more formal cooperative arrangement with the Caribbean Agricultural Research and Development Institute (CARDI) forged. This will enable the Cayman Islands to access technical expertise and specialists to support domestic programmes and projects to enhance production and productivity in the agricultural sector.

Legislation to control the movement of animals and animal related items into and within the Cayman Islands will be introduced to prevent the introduction and spread of prescribed animal diseases within the Islands and from other Countries.

The Government will also seek to identify knowledge and information gaps through regular meetings with producers in key commodity sub-sectors and address these through appropriately structured and delivered training interventions, research and development projects and information transfer.

Outcome 12: Equity and Justice in a Society that Values the Contribution of all

The Family Property (Rights of Spouses Bill), 2013 The Government will introduce legislation aimed at women who are living in common law relationships in the Cayman Islands who do not enjoy the same rights as their married counterparts.

These relationships are not afforded much legal recognition and protection regardless of the degree of permanence or commitment in the relationship. This is worthy of concern given the reality of family structure in the Cayman Islands and the broader Caribbean region where *de facto* spousal arrangements are commonplace and many children are the products of these types of unions. The failure to afford legal protection in the areas of property ownership and spousal support negatively affects large numbers of women.

The Family Property (Rights of Spouses Bill), 2013 seeks, inter alia, to give recognition to *de facto* relationships of duration of five or more years. Such persons would have the same rights in a family home and to division of property as married persons and can apply to the court for financial remedies in the same way. The Bill also provides that each spouse to a union or marriage shall be entitled to one-half share of a family home on the grant of a decree of dissolution of a marriage or the termination of cohabitation; on the grant of a decree of nullity of marriage; and on the grant of a decree of judicial separation.

The Sexual Harassment Bill, 2013 seeks to eliminate sexual harassment in workplace and other institutions. Both sexes would be protected under this legislation.

The Legal Aid Bill, 2012 seeks to reform the system of legal aid in the Islands in order to ensure the more efficient management of such aid.

The Maintenance Bill, 2013 seeks to reform the law of maintenance by giving men an equal right to maintenance and by expressly setting out the matters which must be taken into account by the court when considering maintenance applications by both sexes.

Efforts will continue towards requirements for the United Kingdom to extend the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) to the Cayman Islands.

The Government has made provisions in the 2013/14 budget for necessary infrastructure to comply with the separation requirements of adult offenders from juvenile offenders and for convicted persons from unconvicted persons. This is in line with the requirements of the Bill of Rights under the 2009 Constitution.

FINANCIAL FORECAST FOR 2013/14

INTRODUCTION

The Government's financial forecast for 2013/14 is provided in Section C of this document. The forecast is summarised and explained in this section of the Annual Plan and Estimates.

In accordance with the requirements of the Public Management and Finance Law (2012 Revision), the financial forecasts for the 2013/14 take the form of a full set of accrual based forecast financial statements. The key forecast financial statements are:

A Forecast Operating Statement, which reports the budgeted revenues and expenses measured on an accrual basis and the resulting Net Surplus (which is the key measure of Government's operating performance);

A Forecast Balance Sheet, which reports the assets and liabilities Government is budgeting to own (or in the case of liabilities owed) at the end of 2013/14 and the resulting Net Worth (which is the key measure of the Government's financial position);

A Forecast Statement of Cash Flows, which reports the operating investing (asset-related) and financing cash flows the Government is budgeting for 2013/14 and the resulting Net Increase/Decrease in Cash and Cash Equivalents (which is the key measure of the Government's cash position); and

A Forecast Statement of Changes in Net Worth, which reports the increase or decrease in Net Worth the Government is budgeting for 2013/14 and its composition (which is the key measure of the amount citizens have invested in the Government).

In accordance with the requirement of the Public Management and Finance Law (2012 Revision), the forecast financial statements provide two sets of figures; one for the Core Government Sector and another for the Entire Public Sector. Both of these sets of figures include the financial activity (operating statement, balance sheet and cash flow activity) of Public Authorities (Statutory Authorities and Government Companies) but account for them slightly differently.

The Core Government comprises the Legislative Assembly, Ministries and Portfolios, Offices and the Judicial Administration. It also includes the operating surpluses/deficits of Public Authorities as a single line in the operating statement entitled 'Net Deficit in Public Authorities'. Similarly, the net worth of Public Authorities is recognised in a single line in the balance sheet entitled 'Net Worth in Public Authorities'.

The Entire Public Sector includes the same information as for the Core Government plus the revenues, expenses, assets and liabilities of Public Authorities on a line-by-line basis by aggregating them with the revenues, expenses, assets and liabilities of the Core Government. The key measures of Government financial performance (operating net surplus and net worth) are the same under either method and are therefore the same for both the Core Government and the Entire Public Sector.

OVERVIEW OF FORECASTS

A summary of the forecast financial statements of the 2013/14 financial year is provided in Table 2 below.

TABLE 2-Summarised 2013/14 Forecast Financial Statement

Financial Measure	Core Government	Entire Public Sector
	2013/14	2013/14
	Budget	Budget
	\$000s	\$000s
Operating Targets		
Operating Revenue	644,664	845,058
Operating Expenses	(519,810)	(709,618)
Financing Expenses	(31,377)	(36,960)
Other Non-Operating Revenue and Expenses	1,876	1,856
Core Government Surplus/(Deficit)	95,353	100,336
Net Surplus/(Deficit) in Investments in Public Authorities	4,983	0
Entire Public Sector Net Surplus/Deficit	100,336	100,336
Balance Sheet Targets		
Borrowings (balance at year end)	548,866	678,318
Net Worth	1,365,629	1,365,629
Cash Flow Targets		
Net Operating Cash Flows	118,899	143,675
Net Investing Cash Flows	(47,626)	(49,941)
Net Financing Cash Flows	(26,360)	(40,640)
Net Cash Movement	44,913	53,094
Opening Cash Balance	117,067	196,965
Closing Cash Balance	161,980	250,059

Revenue Forecast for 2013/14

The Government's revenue outlook is stable and is not dependent on any material, new or unproven measures. The forecast projects that the government will earn \$644.6 million in revenue during the 2013/14 financial year.

The Budget proposes only one (1) new revenue measure: involving the Licensing and Registration of Hedge Fund Directors – however the revenue therefrom will be retained by the Cayman Islands Monetary Authority and therefore do not form part of Core Government's revenues.

This measure was first proposed in 2012/13, but was delayed to allow for further industry consultation. Now that those consultations have been completed, the Government feels confident introducing this Measure in the 2013/14 fiscal year. Further, this measure will not have an inflationary effect on the local economy.

The Government expects to earn increased revenue from Cruise Ship Departure Taxes and Environmental Protection Fund fees. This is based on projections by the Port Authority for visitor arrivals.

Other Import Duty and Charges is forecast to increase by \$1.2 million. This equates to a 1.5% increase and is well below the anticipated economic growth of 2.6%. The Government is also rationalizing the system of duty waivers to improve the levels of collection and eliminate abuses. This will translate into increased amounts coming into the Government's coffers on an annual basis.

Motor Vehicle Charges are expected to generate additional revenue of \$2.0 million due to:

- Amendment made to the Traffic Law and Regulations effective September 2012, which increases revenue collections by increasing motor vehicle fees and charges, and reclassifying vehicles into different categories; and
- Increase in the number of registered vehicles.

The Government is also forecasting increased revenues from the full year effect of other revenue measures such as Work Permit Fees and Tourist Accommodation Charges which were implemented subsequent to the start of 2012/13.

Financial Performance Forecast for 2013/14

Operating Revenues are forecast to be \$644.6 million; Operating Expenditures are forecast to be \$517.9 million; and Financing Expenses are forecast at \$31.4 million. This results in a core government net operating surplus of \$95.3 million. After factoring in the forecast net operating surplus of the Statutory Authorities and Government Owned Companies of \$5.0 million the Entire Public Sector is forecast to record a net surplus of \$100.2 million. Capital Investments are forecast to be \$51.9 million.

Core Government debt is forecast to be \$548.8 million at 30 June 2014 based on no new long term borrowings and principal debt repayments of \$26.3 million during 2013/14.

Cash Balances are forecast to increase during the year by \$44.9 million growing to \$161.9 million at 30 June 2014. Of this amount \$59.9 million will be in the operating bank account and \$102 million in the various reserve funds such as the General Reserve Fund, Environmental Protection Fund, Infrastructure Development Fund etc.

These forecast results have been shaped by the Government's desire to put its financials firmly on the path to compliance with the targets established in the Framework for Fiscal Responsibility (FFR) set out in the Public Management and Finance (Amendment) Law, 2012.

In this regard, the Government has established a Medium Term Fiscal Strategy which seeks to achieve reductions to Government's operating expenditures while achieving increases to revenues along with reductions in public debt and rising operating and reserve cash balances.

For 2013/14, the Government does not plan any new borrowings and will fund all \$51.9 million of its planned capital investments from cash realised from operating activities. \$25.9 million will be invested in Statutory Authorities and Government Companies to fund debt service obligations; provide funding to support operational losses; and fund the purchase and construction of assets. \$26 million will be invested in Ministries and Portfolios to fund various capital projects.

Presently, the Government owns 25 Statutory Authorities and Companies. Collectively, they are forecasted to earn a surplus of \$5.0 million.

The most profitable Agencies are Cayman Islands Airports Authority (\$5.0 million); the Water Authority (\$2.4 million); The Civil Aviation Authority (\$2.2 million); the Health Services Authority (\$1.3 million); and the Port Authority (\$1.2 million). The results of these profitable Agencies are offset by loss-making Agencies such as Cayman Turtle Farm (\$7.1 million) National Housing Development Trust (\$0.9 million) and the Maritime Authority (\$0.1 million).

The 2013/14 forecast financial performance accords with the Medium Term Fiscal Strategy agreed with the United Kingdom Government and shows this Government's prudent approach to fiscal management.

COMPLIANCE WITH 2013/14 STRATEGIC POLICY STATEMENT AND PRINCIPLES OF RESPONSIBLE FINANCIAL MANAGEMENT

INTRODUCTION

As required by the Public Management and Finance Law (2012 Revision), this section compares the Government's performance outlined in this Annual Plan and Estimates (including the financial forecasts provided in Section C and summarized in section 4) with the parameters established in the Strategic Policy Statement (SPS) for 2013/14 and the Principles of Responsible Financial Management contained in section 14 of the Public Management and Finance Law (2012 Revision).

COMPLIANCE WITH 2013/14 STRATEGIC POLICY STATEMENT

As outlined in section 23 (2) of the Public Management and Finance Law (2012 revision), the Strategic Policy Statement is meant to provide a summary of the broad outcomes, specific outcomes, and the links between them, that the Governor in Cabinet intends to achieve in the next financial year and for at least the following two financial years.

The 2013/14 Strategic Policy Statement was based on the policies and strategies of The United Democratic Party's administration.

The 22 May 2013 General Election resulted in a victory for the People's Progressive Movement. As is customary, after a change in administration, the broad outcomes of the Government and the strategies to accomplish them were changed to reflect the policies of the new administration.

As a result, a comparison between the Budget of the current administration and the Strategic Policy Statement of the previous administration is impractical and has not been provided.

COMPLIANCE WITH PRINCIPLES OF RESPONSIBLE FINANCIAL MANAGEMENT

Table 3 below summarises the extent to which the financial forecasts contained in the Annual Plan and Estimates comply with the Principles of Responsible Financial Management specified in the Public Management and Finance Law (2012 Revision).

<i>Compliance with Principles of Responsible Financial Management</i>	
<i>Budget 2013/14</i>	
Table 3	
Principle	Degree of Compliance
	Original Budget 2013/14
Operating Surplus : should be positive	Complies
(Operating surplus = core government operating revenue – core government operating expenses)	Surplus = \$100.336 million
Net Worth: should be positive	Complies
(Net worth = core government assets – core government liabilities)	Networth = \$1,365.629 million
Borrowing: Debt servicing cost for the year should be no more than 10% of core government revenue	Does Not Comply
(Debt servicing = interest + other debt servicing expenses + principal repayments for core government debt, public authorities debt and self financing loans)	Debt servicing = 12.2 %
Net Debt: should be no more than 80% of core government revenue	Complies
(Net debt = outstanding balance of core government debt + outstanding balance of self financing loan balance + weighted outstanding balance of statutory authority/government company guaranteed debt - core government liquid assets)	Net debt = 72.0 %
Cash Reserves should be no less than estimated executive expenses for 13/14 90 Days:	Does Not Comply
	Cash reserves = 6.5 days
(Cash reserves = core government cash and other liquid assets)	
Financial risks should be managed prudently so as to minimize risk	Complies
	Insurance cover exists for all government buildings, vehicles and major potential liabilities.
	Hurricane Preparedness Strategy in place.

LEGISLATIVE MEASURES FOR 2013/14

The Cabinet intends to introduce a number of new legislative measures to the Legislative Assembly during 2013/14 financial year. The major pieces of planned legislation are outline below.

Planned Legislation	Purpose	Broad Outcome
Immigration Amendments	Reform Term Limits, Permanent Residency, administration efficiency and enforcement.	A More Secure Community
Police Law	Address police complaints, and Human Rights anomalies, as well as staffing	A More Secure Community
Prison Law	Modernising the Prison Service to keep pace with Human Rights and rehabilitation efforts.	A More Secure Community
National Drug Council	Modernise the NDC law to keep pace with developments in Anti-Drug programme needs	A More Secure Community
Conditional Release Law	To provide a modern parole system for the conditional release of offenders.	A more secure Community
Traffic Law and Regulations	A Bill for a Law to repeal and substitute the Traffic Law (2003 Revision); and a Bill for a Law to amend the Motor Vehicle Insurance (Third Party Risks) Law (2007 Revision) to facilitate the insuring of electrically powered vehicles and trailers	A More Secure Community
Amendments to the Public Service Management Law and Personnel Regulations	To facilitate efficiencies, comply with other legislative changes including the Gender Equality Law and the Bill of Rights, and other incidental purposes.	A More Efficient, Accessible and Affordable Public Service
Procurement Law	To provide for the improved governance of the procurement environment in the public sector including leveraging professional skills and economies of scale to improve value for money.	A more efficient, accessible and affordable Public Service.
Public Authorities Law	To provide a legislative framework for the improved governance of statutory authorities and Government Companies.	A culture of good governance

Planned Legislation	Purpose	Broad Outcome
Amendment to the Public Management and Finance Law	To improve the Government's Financial Management System	A Culture of Good Governance
Amendment to the Financial Regulations	To improve the Government's Financial Management System	A Culture of Good Governance
Amendments to the Labour Law	To provide for a number of important amendments to support the country's labour regime	A culture of good governance
FOI Law Reform	Review & recommendations of the FOI Law to improve exemptions, the appeal process, increasing the effectiveness of the ICO, to clarify roles and responsibilities where necessary, and improving procedural effectiveness of the Law	A culture of good governance
Poor Persons Regulations	Regulations to embody the conditions under which poor relief will be awarded.	Equity and justice in a society that values the contributions of all
Amendments to the Police Law (2010)	To establish a commission that will act as an independent civilian oversight body for the Police and ensure compliance with the Public Police Complaints Law (2013).	
Standards in Public Life Law	To provide for the operations of the commission including a code of conduct for persons in public life, dealing with conflicts of interest, the maintenance of a register of interests and dealing with complaints against persons in public life.	Equity and justice in a society that values the contributions of all
Amendment of the Anti-Corruption Law (2008)	To update the provisions of the Anti-corruption laws.	Equity and justice in a society that values the contributions
Mental Health Regulations	To update the Mental Health Regulations to meet the current needs of the mentally ill and also to align with the new Constitution. To provide adequate safeguards for patients involuntarily detained and to reflect the advances in psychiatric treatments. A Mental Health Commission will be established and a Code of Practice will be developed under the revised Law	A Fit and Healthy Population

Planned Legislation	Purpose	Broad Outcome
Pharmacy Law and Pharmacy Regulations	To update the Pharmacy Law this no longer meets the needs of the 21st century in the regulation, handling, manufacturing and storage of pharmaceuticals. To ensure safe and legal practice for all pharmacists in the Cayman Islands.	A Fit and Healthy Population
Amendment to the Customs Tariff Law	To introduce the Harmonised Commodity Description and Coding System and to correct typos.	Modern, Smart Infrastructure
Libraries Legislation	To update the Libraries Law to reflect modern Library operations	A work-ready and globally competitive workforce
National Workforce Development Law	To underpin the work of the new National Workforce Development Agency	2. A work-ready and globally competitive workforce
Pipeline Regulation	Safe installation and operation of pipelines	Conservation of our Biological Diversity and Ecologically Sustainable Development
The Roads(Prohibited vehicles) Regulation(Petroleum)	Limiting the Transfer of Dangerous Substances in George Town proper on cruise ship and work time traffic	Conservation of our Biological Diversity and Ecologically Sustainable Development
The Dangerous Substances Handling and Storage (Operating Permits) Regulations	Safe operation of sites dealing in Dangerous Substances and fee collection	Conservation of our Biological Diversity and Ecologically Sustainable Development
A Bill for a Law to amend the Dangerous Substances Handling & Storage Law, 2003; and for incidental and connected purposes	To amend the DSH&S Law, 2003 to enable the issuing of remediation notices to operators & owners of sites storing Dangerous Substances	Conservation of our Biological Diversity and Ecologically Sustainable Development

Planned Legislation	Purpose	Broad Outcome
Animals Law 2011 Revision	A Bill for a Law to control the movement of animals and animal-related items into and within the Cayman Islands; to prevent the introduction and spread of prescribed diseases (animal diseases) within the lands and from other countries; to ensure the safe and humane movement of animals to and from the islands; and for incidental and connected purposes	Conservation of our Biological Diversity and Ecologically Sustainable Development
Strata Law	A Bill for a Law to amend the Strata Titles Registration Law (2005 Revision) in order to change the types of resolutions which may be made under the Law; to empower the corporation to purchase additional property for the Strata; to provide for the voluntary destruction of a building in a Strata; and for other and connected purposes	Modern, Smart Infrastructure

Introduction

This economic update presents the macroeconomic forecasts and assumptions for the current fiscal year and the succeeding two fiscal years. It focuses on four core indicators:

- Gross domestic product (GDP) growth;
- Inflation;
- Employment and unemployment rate; and
- Current account of the balance of payments.

Economic performance during calendar year 2012 and the Financial Year ("FY") 2012/13.

GDP Growth. Economic recovery continued in the Calendar year ended 31st December 2012 with a slightly stronger GDP growth estimated at 1.6 per cent. The key sectors showing recovery were:

- Hotels and restaurants;
- Wholesale and Retail trade;
- Construction;
- Transport and Storage;
- Communication;
- Financing;
- Insurance services; and
- Government services.

Whilst the above contributed positively to growth, real estate, renting and business activities continued to exert downward pressure. This is due to slower than expected recovery in those areas.

The combined effect of the factors listed above is expected to generate a growth in GDP of 1.8 percent for the 2012/13 fiscal year.

The forecast positive trend in GDP is expected to result in increased worker demand and corresponding increases in the demand for renting and real estate. With the restrictions on Government expenditure imposed by the Framework for Fiscal Responsibility, the major aspects of GDP growth is expected to come from private sector projects.

Value added from the hotel and restaurant sectors is estimated to have increased by 3.3 per cent as a result of higher stay-over visitors. In 2012, tourism services increased based on strong growth in air arrivals (4.1%) and cruise arrivals (7.6%).

Wholesale and retail trade activity grew by 4.5 per cent. This is consistent with the growth in imported consumer and intermediate goods adjusted for inflation.

In 2012, construction activity increased for the first time in four years by an estimated 6.7 per cent. This estimate is based mainly on the strong growth of imported building materials, partly due to incentives such as reduced duties.

The Transportation and Storage, and Communication sectors rose by 2.8 per cent bolstered by growth in transportation for tourist visitors, higher volumes of cargo transportation, and expansion of telecommunication activities. The real estate, renting and business activities sectors were estimated to have declined by 0.7 per cent. Business services and real estate activities were impacted by lower registration of companies and property transfers.

The Financing and Insurance services sectors (which accounted for approximately 42.3 per cent of GDP) were estimated to have expanded by 3.1 per cent compared to 0.1 per cent in 2011. Insurance services had an estimated increase of 5.6 per

cent due to increased gross premiums and decreased net claims, while financing services expanded by 1.1 per cent based on anticipated higher earned interest in the local banking sector.

Financial services indicators continued to exhibit mixed performance in 2012 amidst heightened uncertainty in the global financial markets particularly in Europe. New partnership and insurance licenses grew by 7.4 per cent and 0.3 per cent respectively.

New company registrations, mutual funds registration (excluding master funds), stock exchange listings and banks and trusts licenses all declined in 2012. The latter is the result of continued consolidation in that sector.

Table 2: Key Economic Variables

Calendar Years	2008	2009	2010	2011	2012E	2013	2014
						Forecast	
Real Gross Domestic Product (GDP)%	(0.2)	(6.3)	(2.9)	0.9	1.6	2.0	2.6
Consumer Price Index (CPI) Inflation %	4.1	(1.5)	0.3	1.3	1.2	2.1	2.2
Number of Employed Persons	37,449	35,958	34,983	35,267	36,401	37,031	37,853
Unemployment Rate %	4.0	6.0	6.2	6.3	6.2	6.0	5.8
Current A/C of Balance of Payment (\$Millions)	(444.2)	(420.1)	(420.6)	(455.5)	(467.0)	(522.1)	(541.9)
Current A/C (% of GDP)	(16.7)	(16.6)	(17.1)	(18.2)	(18.1)	(19.5)	(19.3)

E- Estimates for GDP and BOP Current Account (A/C)

Source: Cayman Islands Government (Economics and Statistics Office)

Table 3: Key Economic Variables

Fiscal Years	2008/09	2009/10	2010/11	2011/12E	2012/13	2013/14	2014/15
					Projected	Forecast	
Real Gross Domestic Product (GDP)%	(3.3)	(4.6)	(1.0)	1.3	1.8	2.3	2.5
Consumer Price Index (CPI) Inflation %	1.3	(0.6)	0.8	1.3	1.7	2.2	2.3
Number of Employed Persons	36,704	35,471	35,125	35,834	36,716	37,442	38,262
Unemployment Rate %	5.0	6.1	6.2	6.2	6.1	5.9	5.7
Current A/C of Balance of Payment (\$Millions)	(432.1)	(420.3)	(438.1)	(461.3)	(494.6)	(532.0)	(553.3)
Current A/C (% of GDP)	(16.7)	(16.9)	(17.7)	(18.1)	(18.8)	(19.4)	(19.3)

E- Estimates for GDP and BOP Current Account (A/C)

Source: Cayman Islands Government (Economics and Statistics Office)

Inflation: In Calendar year 2012, consumer prices rose on average by 1.2 per cent compared to 1.3 per cent in the preceding year. All major categories of consumer goods and services had higher average prices except communications, recreation and culture and, restaurants and hotels. The domestic inflation is mainly sourced from imported items such as food, beverages, clothing, footwear and, tobacco. Inflation in alcohol and tobacco prices was caused by the recent revenue measure that increased the price of tobacco by more than 50 per cent. In FY 2012/13, inflation is estimated at 1.7 per cent.

Employment and Unemployment: Economic growth in 2012 had a positive impact on labor supply and employment. The total labor force strengthened to increase the number of persons employed by 3.2 per cent to 36,401.

Higher employment levels were estimated for the food and beverage industry, construction, manufacturing, mining and quarrying as well as administrative and support services. Consequently, the unemployment rate fell marginally to 6.2 per cent in 2012. In FY 2012/13, the number of employed persons is expected to be at 36,716 while the unemployment rate is projected to improve slightly to 6.1 per cent.

Current Account of the Balance of Payments¹: Total merchandise imports declined marginally by 0.1 per cent in 2012 to \$758.5 million. This was mainly due to the plummeting value of oil imports outweighing the robust expansion of intermediate goods and capital goods imports. This, along with a higher inflow of visitor expenditure, and tempered increase in the outflow of workers' remittances, induced the slight narrowing of the country's forecasted current account of the balance of payments to 18.1 per cent of GDP in 2012. The FY 2012/13 current account balance is projected at 18.8 per cent of GDP as imports are expected to rebound in 2013 from additional construction activities.

Forecasts and Assumptions for FY 2013/14 and 2014/15

GDP Growth: Overall economic growth of the Cayman Islands in the next two fiscal years will increasingly rely on local private investments in light of renewed economic and financial uncertainty in the major external markets and the Cayman Islands Government's commitments to the Framework for Fiscal Responsibility.

Construction is assumed to continue its recovery with the commencement of private sector investment projects such as the Cayman Narayana University Medical Center and Cayman Enterprise City.

Additional stimulus is expected from projects to enhance tourism facilities and infrastructure along the Seven Mile Beach area as part of the ForCayman Investment Alliance. The construction phase of these projects is expected to begin in FY 2012/13. Additionally, the projects are expected to boost the population level and stimulate domestic demand for services in several sectors such as wholesale and retail; transport, storage and communication; real estate, renting and business activities; and electricity and water supply.

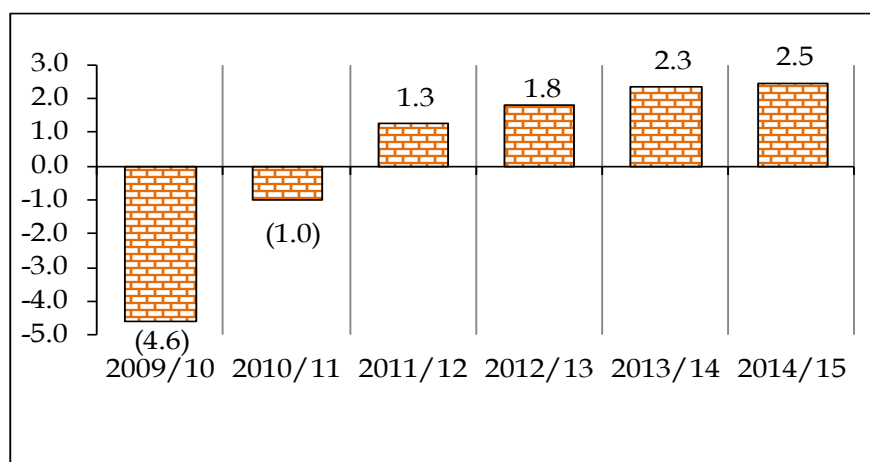
Assumptions regarding the growth prospects of the US and other advanced economies are taken from the International Monetary Fund's World Economic Outlook Update as of January 2013. Altogether, these economies are forecasted to show weak growth in 2013 (1.4%), with a mild improvement in 2014 (2.2%). Continuing fiscal consolidation and protracted financial sector recovery in these countries will pose downward risks for Cayman's financial services and to a lesser extent stay-over tourism. However, it is also assumed that the impact of such risks will be mitigated by actions by the Government along with the private sector. Forecast strategies include continuing product enhancements and diversification of source markets. Stronger growth for stay-over tourism is foreseen for 2015 when the first phase of the medical tourism project is expected to be operational.

Government services are projected to contract over the next two fiscal years in keeping with the Framework for Fiscal Responsibility.

The above external and domestic assumptions support a forecast growth of real GDP in 2013/14 of 2.3 per cent with slightly stronger growth of 2.5 per cent in 2014/15 (see Table 3 and Figure 1).

¹ The current account of the balance of payments measures the total value of the country's transactions against the rest of the world in terms of trade in goods and services, income and transfers. A deficit in the current account means that the Cayman Islands made more payments to the rest of the world compared to its receipts from these transactions.

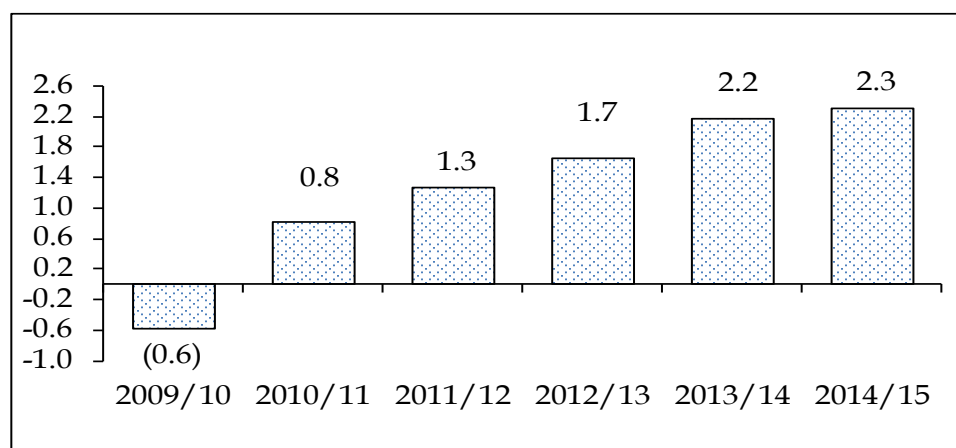
Figure 1: Cayman Islands' Real GDP Growth (%)



Source: Cayman Islands Government (Economics and Statistics Office)

Inflation: It is assumed that current US inflation projections will show moderate pressure for Cayman's inflation. However, a gradual increase in the population level and higher domestic demand as planned construction projects commence, could slightly push up domestic inflation in the succeeding fiscal years (see Table 3 and Figure 2). For FY 2013/14, inflation is forecasted at 2.2 per cent, inching upward to 2.3 per cent in FY 2014/15 (see Table 3 and Figure 2).

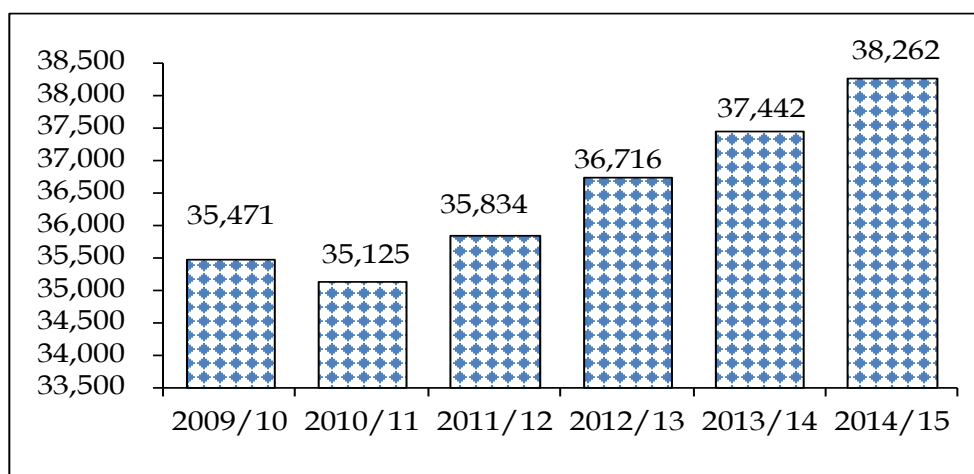
Figure 2: Cayman Islands' Inflation Rates (%)



Source: Cayman Islands Government (Economics and Statistics Office)

Employment and Unemployment: Local employment is assumed to have a lagged response to forecast output growth. New employment is expected to emanate from construction projects and other local services with strong linkages to these projects, complemented by the commencement of the medical tourism facility. Employment is projected at 37,442 persons in FY 2013/14 with further improvement to 38,262 persons in FY 2014/15 (see Table 3 and Figure 3).

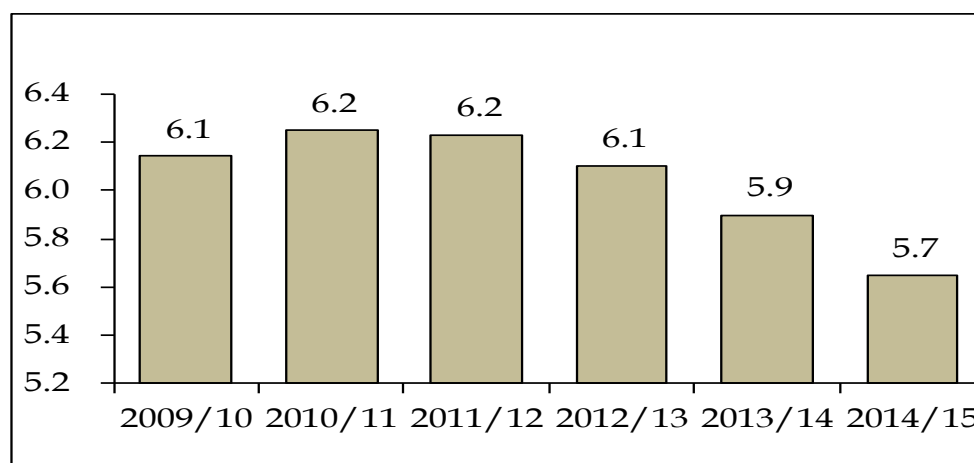
Figure 3: Cayman Islands' Employment Level



Source: Cayman Islands Government (Economics and Statistics Office)

Unemployment rate is forecasted to improve to 5.9 per cent of the labour force in FY 2013/14, and further to 5.7 per cent in FY 2014/15 (see Table 3 and Figure 4).

Figure 4: Cayman Islands' Unemployment Rates (% of Labour Force)

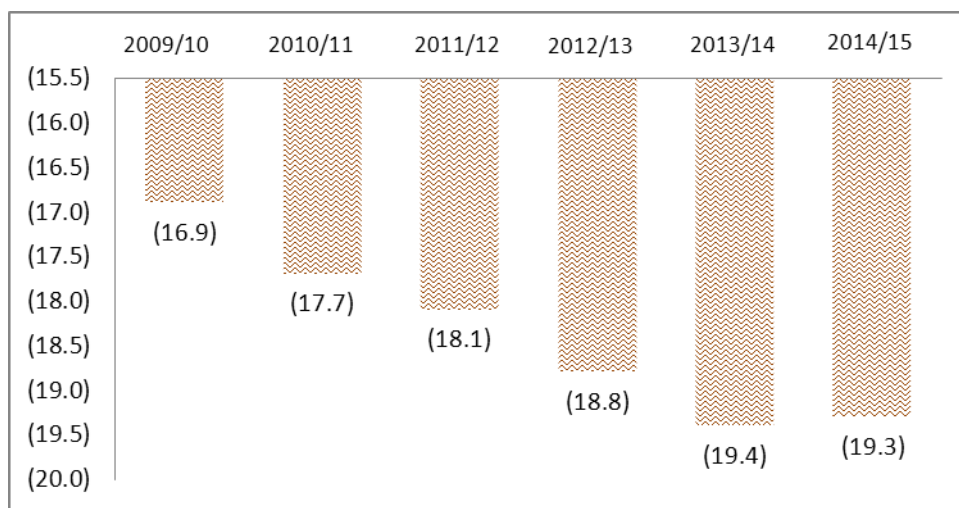


Source: Cayman Islands Government (Economics and Statistics Office)

Current Account of the Balance of Payments: For FY2013/14, the current account deficit is forecasted at 19.4 per cent of GDP based on the premised growth of the current account's major outflows (primarily imports of goods for the new private sector projects) outperforming the growth of inflows (primarily financial and tourism receipts) (see Table 3 and Figure 5). A slight improvement to 19.3 per cent of GDP is forecasted in FY2014/15, assuming that additional receipts will begin to come in from the new private sector investments projects.

Figure 5: Cayman Islands' Current Account of the Balance of Payments

(% of GDP)



Source: Cayman Islands Government (Economics and Statistics Office)

INTRODUCTION

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

Outputs will be purchased from three sources:

1. Ministries and Portfolios;
2. Statutory Authorities and Government Companies; and
3. Non-Governmental Output Suppliers.

The output groups to be purchased are summarized in this section of the Annual Plan.

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

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

OUTPUT GROUPS TO BE PURCHASED BY THE PREMIER

OUTPUT SUPPLIER: CABINET OFFICE

CBO 1	Development and Coordination of Government Policy	\$847,410
Description Development and Coordination of Government policy including: • Policy Development Coordination and Advice • Coordinating and monitoring of policy implementation		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of hours of development coordination and advice • Number of hours spent coordinating and monitoring policy implementation	5,500 – 6,000 700 - 1,000	5,969 1,017
Quality • Advice, management, coordination reviewed or provided by senior personnel • Policies coordinated monitored by senior personnel	95-100% 98-100%	95-100% 98-100%
Timeliness • All advice submitted in accordance with schedules as agreed by the client • Monitoring is conducted on an on-going basis	90-100% 100%	90-100% 100%
Location Cayman Islands and overseas	100%	100%
Cost	\$847,410	\$762,581
Related Broad Outcome: 1. Culture of Good Governance		
<i>(Group comprises ABS outputs: CAB 1, CAB 2)</i>		

CBO 2	Cabinet Support and Servicing	\$601,290
Description Cabinet support and servicing involving: • Administrative support for Cabinet • Administrative and secretarial support for the processing of appeals • Preparation of Tax Undertaking Certificates		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of agendas and minutes prepared and circulated • Number of Tribunal meetings supported and attended • Number of Tax Undertaking Certificates issued	2,000 – 2,500 45 - 60 4,500 - 5,500	4,089 57 6,647
Quality • All agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of Cabinet • Tribunal minutes issued are an accurate account of the meeting – signed by the Chair of the meeting • Tax undertaking certificates and licenses processed in accordance with the relevant laws checked and signed by Clerk or Deputy Clerk of the Cabinet	100% 95-100% 95-100%	100% 95-100% 95-100%
Timeliness • Agendas circulated at least two working days prior to meetings • Minutes issued within three working days after meeting to the Chair of the meeting • Tax Undertaking Certificates issued 2 - 3 weeks from receipt of application	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$601,290	\$603,593
Related Broad Outcome: 1. Culture of Good Governance		
(Group comprises ABS outputs: CAB 4, CAB 6, CAB 7)		

CBO 9	Protocol Services	\$470,835
Description The provision of a wide range of protocol services and interventions to the Cayman Islands Government and to the wider community as required. Additionally, this output includes various ceremonies including: - o Heroes Day - o Remembrance Day - o Queen's Birthday - o Official Funerals		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Advice and reporting in relation to protocol matters • Number of protocol policies and services developed • Number of ceremonial and official events coordinated • Number of official visits (local/overseas), conferences and meetings given assistance and/or organized • Number of training sessions delivered • Number of general protocol liaisons	3,000-3,500 6-8 3-5 8-10 6-8 200-300	3,552 1 8 42 2 459
Quality • All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands • Protocol advice, services and training to be provided by suitably experienced staff • Protocol advice, services and training in accordance with agreed policies and guidelines • Delivery of support and services to be provided in a professional and efficient manner	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Protocol services will be delivered in line with timetables agreed with Cabinet Secretary • Ceremonial and official events coordinated as required • Protocol assistance and organization of visits as required • Training to be provided throughout the year	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Location <i>Grand Cayman</i>	100%	100%
Cost	\$470,835	\$466,631
Related Broad Outcome: 1. Culture of Good Governance		
(Group comprises ABS output: PCF 1)		

CBO 11	Freedom of Information and Data Protection Coordination	\$128,115
Description The Freedom of Information (FOI) Unit will: • Lead and coordinate freedom of information across government. • Implementation of the Freedom of Information (FOI) legislation primarily by developing tools procedures, organizing and conducting training for staff in public entities • Raise awareness in the entire public sector • Data protection awareness		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of proactive training and awareness sessions • Number of reactive assistance interactions with public entities • Number of statutory, regulatory and policy requirements reviewed • Number of web sites maintained	2 840 15 2	7 722 20 2
Quality • Training and awareness to be provided by qualified officer • Assistance provided by qualified officer • Number of statutory, regulatory and policy requirements reviewed by a qualified officer • Web site information approved by Senior FOI Officer	95-100% 95-100% 90-100% 95-100%	95-100% 95-100% 90-100% 95-100%
Timeliness • Extensive training completed by June 2014 • Assistance provided as required • Reports submitted quarterly • Website online maintained throughout the year	90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$128,115	\$120,848
Related Broad Outcome: 1.Culture of Good Governance		
(Group comprises ABS output: CAB 12)		

CBO 17	Information Services Provided to Other Government Agencies	\$1,101,611
Description - Provision of the following services to Other Government Agencies: - Written, Photographic and Web Products—News and Public Information Written Products - Strategic communications and media relations services communication media training - Electronic media products		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of advertising products - Number of press releases - Number of public information requests - Number of social media sites maintained - Number of strategies/campaigns developed - Number of speeches - Number of training sessions staged - Number of unique Spotlight segments - Number of special videos, including special events, press	500 375 1,500 4 20 55 4 78 50	1,012 446 628 4 64 163 0 53 256
Quality - All products reviewed by manager prior to release - Client satisfaction survey - Increase in web and social media hits - Outcomes meets requirements of strategy - Audience Satisfaction Survey	75% Quarterly 100% 100% 75% Biannual	75% Quarterly 100% 100% 75% Biannual
Timeliness As agreed with client	100%	100%
Location Cayman Islands and overseas	100%	100%
Cost	\$1,101,611	\$1,079,649
Related Broad Outcomes: 1. Culture of Good Governance		
<i>Group comprises ABS output: GIS 25, 26, 28 & 29)</i>		

CBO 20	Advice and Assistance to the Premier and Administration of the Premier's Office	\$732,890
Description Provision of advice and assistance to the Premier and administration of the Premier's Office		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours of advice and administrative support provided	4,800-5,000	N/A
Quality All personnel is qualified in his/her area of expertise or experience	100%	N/A
Timeliness All advice and services are provided within the timeframe set by the Premier	100%	N/A
Location Cayman Islands overseas	100%	N/A
Cost	\$732,890	N/A
Related Broad Outcomes: 1.Culture of Good Governance		
<i>Group comprises ABS output: OTP 1)</i>		

CBO 21	Broadcasting of Public Information and on Air Programmes	\$1,041,573
Description • Delivery of general information programmes which includes - o Morning Scoop, Talk Today, Youth Flex and BBC overnight programmes - o live coverage of National Heroes Day celebrations and the State Opening of the Legislative Assembly and delayed Legislative Assembly broadcasts - o entertainment, educational and religious programming and Public Service Announcements for charities, schools and most government departments. • Delivery of bulletin board items, newscasts and sports on local and international events which includes - o press coverage of the courts and parliamentary proceedings - o sports events - o gathering news from various sources and producing news and sports broadcasts.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of bulletin board items • Number of news items • Religious programmes • Educational programmes • Legislative Assembly broadcasts (hours) • Current affairs and cultural programmes • Programmes produced or downloaded • Number of Public Service announcements	26,550 –27,000 15,550 –16,000 1500 - 2000 500 - 600 70 - 80 130 – 150 3,500 – 4,000 14,000-14,500	19,086 26,900 1,636 530 99 138 3,618 14,318
Quality • Compliance of newscasts and sportscasts with Information, Communications, Telecommunications Authority (ICTA) or other established broadcast standards • All items monitored by Director, and Deputy Director	100% 100%	100% 100%
Timeliness • Other public information newscasts broadcast on Radio Cayman's established schedules • Emergency/urgent public information delivered within 10 minutes	100% 100%	100% 100%
• All programmes to be delivered on the date and times agreed with the requesting customer	100%	100%
Location Cayman Islands	100%	100%
Cost	\$1,041,573	\$1,049,713
Related Broad Outcome: 1.Culture of Good Governance		
<i>Group comprises ABS output: RCY1 RCY 2</i>		

OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HOME AND COMMUNITY AFFAIRS

OUTPUT SUPPLIER: MINISTRY OF HOME AND COMMUNITY AFFAIRS

HCA 1	Policy Advice and Ministerial Services on Home Affairs Matters	\$2,518,139
Description Provision of policy advice on matters falling within the scope of activities of the Ministry of Home Affairs including: • Policy advice on policing, immigration, prison, fire, and other matters • Policy advice on hazard management and disaster preparedness		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of hours spent on providing policy advice • Number of reports submitted • Number of appeal statements produced	6,760-7,950 69-86 600-1000	N/A 72 300
Quality • All personnel providing advice is qualified in his/her area of expertise • All reports will be properly researched and written in language appropriate to the subject matter • All appeal statements define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly explains the Board's decision.	100% 100% 100%	100% 100% 100%
Timeliness • All advice and reports delivered to agreed timescales • Provide advice on immigration matters in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester. • Immigration appeals will be processed within 28 days of receipt of appeal statement request in accordance with the Immigration Law (2010 Revision)	100% 95-100% 98-100%	100% 100% 85%
Location Grand Cayman	100%	100%
Cost	\$2,518,139	N/A
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure		
(Group comprises ABS outputs: IMM 1, IMM 5, MHA 1, NEM 2, POL 8)		

Note: 2012/13 Actual not comparable to 2013/14 Budget as new measure was added.

HCA 2	Licensing Services	\$431,264
Description The processing and issuing of licenses including; • Vetting of firearm applications and issuing of firearm licences • Vetting of personnel for employment as security guards • Issuance of the Governor's special marriage licenses to visitors • Issuance of official clearances for transiting military aircraft		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of firearm applications vetted • Hours spent engaged in firearms licensing activity • Number of security guards/technicians licenses issued • number of security companies licenses issued • Number of marriage licenses issued • Number of premises inspected for compliance with fire code	171-189 1693-1871 500-616 25-30 500-600 700-1000	213 1782 616 30 512 397
Quality • Firearms and security licenses only issued to persons with no criminal convictions • Licenses issued in accordance with the Marriage Law and established guidelines and procedures • Inspections cover all methods required by relevant Laws, standards and codes of practice	98-100% 100% 100%	98% 100% 100%
Timeliness • Firearm applications vetted within 90 days of receipt • Security applications are vetted within one month of receipt • Marriage Licenses issued within 30 minutes of receipt of application • Inspection within three days of notification of completion	96-100% 96-100% 90-100% 98-100%	96% 96% 95% 98%
Location Cayman Islands	100%	100%
Cost	\$431,264	\$634,828
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community		
(Group comprises ABS outputs: FRE 11, IMM 13, POL 9, POL 19)		

Note: The total cost of supplying this output group is \$456,764. However, the revenue of \$25,500 from other third parties reduces the cost to Cabinet to \$431,264.

HCA 3	Enforcement of Immigration Laws	\$1,405,496
Description The enforcement of Immigration laws includes the detection, investigation and prosecution of offenders under the Immigration Law (2009 Revision).		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of case files created - Number of administrative fines levied	50-100 100-200	78 231
Quality - Files will contain all the relevant information required to assist with the determined action deemed appropriate - All matters are handled in accordance with the Immigration Laws	96-100% 100%	96% 100%
Timeliness Files to be acted on within 14 days of receipt by Enforcement Section	95-100%	90%
Location Cayman Islands	100%	100%
Cost	\$1,405,496	\$1,421,374
Related Broad Outcomes: 3. A More Secure Community		
<i>(Group comprises ABS outputs: IMM 6)</i>		

HCA 4	Processing Status and Permanent Residency Applications	\$567,945
Description Processing: Applications for: Acknowledgement of the Right to be Caymanian; Grant of the right to be Caymanian; Residency and Employment Rights Certificate; Residency Certificates for Persons of Independent Means; Permission to reside as a Dependant of a Caymanian and Direct Investment Certificates		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of acknowledgements of the right to be Caymanian applications and notifications processed - Number of the grant of the right to be Caymanian applications and notifications processed - Number of Permanent Residency and Employment Rights Certificate applications and notifications processed - Number of applications for Residency Certificate for persons of independent means and notifications processed. - Number of applications for Direct Investment Certificates processed - Number of applications for permission to reside as a dependant of a Caymanian and notifications processed	250-400 500-700 1,500-2,000 7-15 1-10 10-20	428 631 925 25 1 12
Quality - Compliance with Immigration Law (2010 Revision), Immigration Directives, Immigration (Amendment) Regulations(2010 Revision), and established policies - Files and agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer	98-100% 95-100% 100%	100% 95% 100%
Timeliness - Processing time from receipt of applications to dissemination of decision will be up to six weeks - Letters issued within 10-15 days of decision	85-100% 85-100%	80% 90%
Location Grand Cayman	100%	100%
Cost	\$567,945	\$415,945
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: IMM 9)		

Note: The total cost of supplying this output group is \$970,595. However, the revenue of \$402,650 from other third parties reduces the cost to Cabinet to \$567,945.

HCA 5	Immigration Entry and Extension	\$3,356,751
Description Provide required entry and embarkation controls for all passengers/persons seeking permission to enter/depart the Cayman Islands		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of air arrival passengers processed - Number of cruise arrival passengers processed - Number of student and visitor visas issued	400,000-600,000 1,200,000-1,500,000 3,300-5,400	494,658 1,461,936 5,897
Quality - All passengers will be processed in accordance with Immigration Laws and established guidelines - All applications will be processed with due care, in accordance with established guidelines and Section 64 and Section 83 of the Immigration Law (2012 Revision).	98-100% 99-100%	98% 99%
Timeliness - Passengers from vessels and aircraft should be cleared within 45-60 minutes of arrival - Student and visitor visa applications will be processed within 10 business days of receipt, providing relevant information is submitted without errors or omissions.	95-100% 90-100%	95% 90%
Location Grand Cayman	100%	100%
Cost	\$3,356,751	\$3,642,353
Related Broad Outcome: 1.A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community		
(Group comprises ABS output: IMM 2,IMM 3, IMM 7, IMM 17)		

Note: The total cost of supplying this output group is \$4,387,551. However, the revenue of \$1,030,800 from other third parties reduces the cost to Cabinet to \$3,356,751.

HCA 6	Entry Documents and Passports	\$2,425,598
Description The processing of entry documents and passports including: - Processing of annual and temporary work permit applications - Processing Business Staffing Plan applications - Processing of applications for information submitted under the Freedom of Information Law, 2007		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of temporary and annual work permit applications processed - Number of Business Staffing Plan applications processed - Number of freedom of information requests processed	20,000-30,000 20-50 100- 200	22,773 54 90
Quality - Processing of work permit applications complies with Immigration Law (Revision 2010), Immigration Directives, Immigration (Amendment) Regulations, 2010 and established guidelines - Processing of Business Staff Plan applications complies with Immigration Law (Revision 2010), Immigration (Amendment) Regulations 2010, and established policies. - Compliance with Section 7(4) of the Freedom of Information Law, 2007. The Freedom of Information (General) Regulations, 2008 and established guidelines and procedures	100% 100% 100%	100% 100% 100%
Timeliness - Processing time of a complete application from receipt to dissemination of decision will be 6-8 weeks for annual work permits issued by the Boards and up to 7-10 business days for temporary work permits and annual work permits. - Decision Letters issued within 10-15 days of decision - Applications for business staffing plans will be processed within 60-90 days - Acknowledgement letters issued within 10 calendar days of receiving Freedom of Information request. FOI law prescribes a processing time from when a complete application is received of 30 calendar days. In certain cases, the Law allows this period to be extended a further 30 calendar days. Documents to be provided to applicant within 14 calendar days of making decision to release	95-100% 100% 85-100% 100%	85% 85% 80% 100%
Location Grand Cayman	100%	100%
Cost	\$2,425,598	\$2,099,338
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy 2. A Work-Ready and Globally Competitive Workforce 3. A More Secure Community 8. A Culture of Good Governance		
(Group comprises ABS outputs: IMM 8, IMM 11, IMM15, IMM 16)		

Note: The total cost of supplying this output group is \$5,286,448. However, projected revenue of \$2,860,850 from other third parties reduces the cost to Cabinet to \$2,425,598.

HCA 7	Incident Response	\$1,775,410
Description - Provision of a 24-hour emergency service for Police, Fire and Emergency Medical Services - Provide vehicle, traffic and weapons violation information to Police personnel carrying out vehicle stops/checks for Officer's safety		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours the Public Safety Communications Centre maintains a capacity to answer, process, and dispatch emergency and non-emergency calls for service received from the public	8,760	8,760
Quality - Quality Assurance case reviews completed on Calls For Service (call-taking and dispatch) - Quality assurance scores regarding calls for service case reviews	300 80-85%	N/A N/A
Timeliness - Emergency telephone calls answered within 10 seconds - Emergency personnel dispatched within 60 seconds once a call for service meets dispatch criteria	90-95% 85-90%	N/A N/A
Location Cayman Islands	100%	100%
Cost	\$1,775,410	\$1,746,807
Related Broad Outcomes: 3. A More Secure Community		
<i>(Group comprises ABS output: EMC 1)</i>		

Note: 2012/13 Actual not comparable to 2013/14 Budget as measure was revised.

HCA 8	Security Services	\$1,284,887
Description Provide security services to persons or events warranting police security including: • Personal Protection / Premises Security for persons requiring Police protection • Security services for Law Courts • Security for money transfer for Cayman Islands Monetary Authority		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of security hours provided	33,000-38,000	35,135
Quality • Reduce the number of substantiated complaints lodged against officers by 5% • Ensure that minimum of 60% of custody personnel are trained and compliant with HR obligations and Police Law(2010)	90% 100%	N/A N/A
Timeliness • Security provided when requested and as required	80-90%	100%
Location Cayman Islands	100%	100%
Cost	\$1,284,887	\$1,746,807
Related Broad Outcome: 3. A More Secure Community		
(Group comprises ABS output: POL 7)		

HCA 9	National Disaster Preparedness and Response Services	\$1,105,693
Description Maintain a state of maximum preparedness, cooperative proactive partnership of public and private sector agencies and providing the necessary tools and support to ensure national readiness to any type of disaster.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of hours providing disaster preparedness - Number of hours providing risk assessments including socio-economic impacts, public safety and development of national disaster planning - Number of hours provided to manage and coordinate relief assistance to the affected population - Number of Hurricane Shelters managed - Capacity to provide shelter occupancy - Number of radios using system infrastructure	4,500- 5,000 600-800 4,000-5,200 21 3000-4000 1400-1600	4,000 200 1,600 21 4,000 N/A
Quality - Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors. Public awareness programmes relate to hazards. - Track performance in mitigation/risk reduction by using proven measures - Relief operations meet or exceed stated standards of basic essential supply and services for those people affected - All National Hurricane Plan requirements are compiled in agreement with the National Hazard Management Council and shelters are available for activation - System infrastructure is continuously monitored for availability and reliability (overall network availability)	90-100% 10% 80-100% 95-100% 95-99%	90% 100% 80% 95% N/A
Timeliness - National disaster activities performed in accordance within the timescales agreed with the National Hazard Management Council and the Deputy Governor - Risk assessment and development of risk maps and policy within the time frame agreed with the National Hazard Management Council and Deputy Governor - Disaster relief can be of an immediate, short-term or protracted duration - All Hurricane shelter capacity is available in the event of a hurricane occurring. - Shelters remain open until alternative accommodation is found for displaced people - Response Times: Grand Cayman within 1 hour; Cayman Brac & Little Cayman next available flight	95-100% 95-100% 100% 100% 95-100% 90-95%	95% 95% 100% 100% 95% 100%
Location Cayman Islands	100%	100%
Cost	\$1,505,693	N/A
Related Broad Outcome: 5. Modern, Smart Infrastructure		
(Group comprises ABS outputs: NEM 1, NEM 3, NEM 4, NEM 6, NEM 8)		

New measures include for 13-14 budget

HCA 10	Police Criminal Justice Services	\$861,548
Description - Serving and executing all summons and warrants from the courts - Management of all case files allocated to the Uniform Branch for onward submission to court.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of summons served - Number of warrants executed - Number case files reviewed - Number of detections recorded - Number of charges referred against accused persons	6,000-6,454 560-604 9,000 -10,000 1,000-1,394 2,300-2,687	6,454 604 9,820 1,328 2,559
Quality - Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant - Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures	99-100% 100%	99-100% 100%
Timeliness - Summons and warrants to be served or executed within 60 days - Prosecutions within six months of coming to police notice - Accused persons processed within appropriate legal time guidelines	80-90% 90-100% 90-100%	60% 85% 80%
Location Cayman Islands	100%	100%
Cost	\$861,548	\$790,801
Related Broad Outcome: 3. A More Secure Community		
<i>(Group comprises ABS outputs: POL 16)</i>		

HCA 11	Prison Services	\$10,140,783
Description Custodial services, escorting and supervision of prisoners including: • Safe and secure custody, whilst promoting and protecting the individual rights of all prisoners committed by the courts including receptions, secure accommodation, illegal drug use testing, searching, escorting and discharging prisoners • Ensure that good order is maintained during prisoner movements and activities; to ensure there are effective internal complaints and disciplinary procedures; and to ensure that effective incident response procedures are maintained • Provide prisoners with healthcare, food, clothing, bedding, the facilities and resources to maintain personal hygiene		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of prisoners held in secured custody (daily average) • Provision of safe and orderly supervision of prisoners (daily average) • Number of meals provided (three meals a day per prisoner)	185-220 185-220 202,575-240,900	191 191 208,980
Quality • Staff supervising custodial services do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspection Board • Maintenance of good order is in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspections Board • Percentage of prisoners served meals without upheld complaints	100% 100% 98-100%	100% 100% 98%
Timeliness • Security and services provided 24 hours, seven days per week • Order maintained 24 hours, seven days a week • All activities are provided within specific times	95-100% 100% 100%	95-100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$10,140,783	\$10,596,623
Related Broad Outcome: 3. A More Secure Community		
(Group comprises ABS outputs: PRI 13, PRI 14, PRI 15)		

HCA 12	Correctional Supervision, Intervention and Support Services	\$6,672,382
Description Provision of reports and rehabilitative services for adult offenders at the request of the courts - Provision of "Through-Care" and "After-Care" services to assist persons in and on release from the prison system - Electronic monitoring as an alternative to remand or to a prison sentence, as well as monitoring of CCTV cameras - Provision of a programme of sentence planning, education, group work and work skills development. - Special Need Services – Provision of support and intervention services to adult offenders with mental health and domestic violence issues. - Provision of information, education and advice on rehabilitative services aimed at crime reduction		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of reports submitted to the courts - Number of Through-care cases - Number of aftercare support groups offered - Number of hours the Electronic Monitoring Centre maintains a capacity to tag, monitor, document and report violations of Electronic Monitoring Program offenders and monitor and support the National CCTV project - Number of prisoners attending prisoner development opportunities - Number of domestic violence and mental health cases offered and supervised - Number of public awareness presentations/projects	1,500-1,600 120-180 50-60 8,760 130-150 1,300-1,500 6-8	1,548 879 54 8,760 157 1,370 7
Quality - Reports to be prepared in the established format as required by the court - Initiate and maintain supervision based on License and case plan requirements - Quality Assurance ratings regarding Electronic Monitoring Centre actions - DV and MH services delivered in accordance with Department guidelines - Sessions, Presentations hosted/delivered by qualified personnel	95-100% 95-100% 90% 100% 100%	100% 100% N/A 100% 100%
Timeliness - Ongoing as specified by court orders or requests - Through-care services provided weekly M-F 8:30-5:00 - All subjects are tagged within 24 hours of notification by the courts or prison - MH and DV services provided based on client needs as identified through assessments and diagnosis - Services, presentations, projects provided as needed	95-100% 95-100% 90-95% 100% 95-100%	100% 100% 98% 100% 75%
Location Cayman Islands	100%	100%
Cost	\$6,672,382	\$5,924,197
Related Broad Outcome: 3. A More Secure Community		
(Group comprises ABS outputs: DCR 9, DCR 10, DCR 11, DCR 12, DCR 16, EMC 2, PRI 16)		

HCA 14	Protection and Investigative Services	\$31,796,301
Description - Investigate reported and detected crime - Patrolling and responding of streets, residential and commercial areas - Patrolling of the territorial waters of the Cayman Islands - Aerial patrolling of the territorial jurisdiction of the Cayman Islands - Background searches for government agencies - Determining cause and origin of fires		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of hours of investigations - Number patrolling / responding hours including training and coordinating community meetings and school programmes - Number of patrolling hours for Marine unit including training - Number of aerial patrol hours - Number of cause and origin fires investigated	240,000-250,283 320,500-330,431 900-1,108 365-377 25-30	250,283 330,431 1,108 377 20
Quality - Increase overall detection rate by 2.5% - Reduce number of road fatalities compared to previous year - Patrols targeted at areas identified by police information - Uniform patrols visible and interacting with the public - Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards	90-100% 90-100% 90-100% 90-100% 100%	N/A N/A 90% 100% 90% 100%
Timeliness - Investigate on a prioritized basis, but within 48 hours of formal reporting of crime - A response time of 10 minutes in urban areas and 20 minutes in rural areas - Respond to requests for immediate deployment operations or pre planned operations working with other agencies as required	80-100% 100% 95-100%	N/A 100% 95%
Location Cayman Islands	100%	100%
Cost	\$31,796,301	\$33,091,118
Related Broad Outcome: 3. A More Secure Community		
<i>(Group comprises ABS outputs: POL 6, POL 13, POL 14, POL 15, FRE 12)</i>		

HCA 15	Emergency Domestic Fire Services	\$6,089,948
Description - Provide a capacity to respond to domestic fire and other emergencies, including communication, management, coordination and operations during and after a natural disaster in accordance with the National Hurricane Disaster Plan. - Provide fire and life safety strategy programs by ensuring public education		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of days providing 24 hour coverage for the community - Number of educational demonstrations and workshops	365 16-28	365 24
Quality - Ensure compliance of CI Fire Brigade Law and the CI Fire Service operation orders. - Content is appropriate for various age groups and useful guidance on fire safety measures	90-100% 100%	100% 100%
Timeliness - Respond within 20 seconds on receipt of call - Workshops, demonstrations and publications as required	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$6,089,948	\$5,743,647
Related Broad Outcome: 3. A More Secure Community		
(Group comprises ABS outputs: FRE 9, FRE 13)		

HCA 17	Aerodrome Fire Services	\$4,427,399
Description The release and rescue of persons and property including all aircrafts incidents and vessels in hazardous situations.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Properly equipped to respond to one full emergency at any one time - Provide protection services in accordance with category 7 of the airport at 16 hours per day. - Inspections of distribution of fuel to aircraft	100% 100% 2 or 3 per yr	98% 98% 3 per yr
Quality - Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds - Fire fighting media in compliance with ICAO. - Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle - Number of personnel and training are in compliance with ICAO . - Rescue equipment is in compliance with ICAO	100% 100% 100% 72% 100%	100% 100% 100% 100% 100%
Timeliness - During all hours airport is open to traffic - To respond within 2 to 3 minutes to the end of each runway - Monthly Inspections	100% 100% 100%	98% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$4,427,399	\$4,720,324
Related Broad Outcome: 3. A More Secure Community		
(Group comprises ABS outputs: FRE 10)		

HCA 20	Technology Support Services	\$6,701,504
Description Provides IT infrastructure administration, management, and support (for datacenters, PC's, networks, servers, internet, backups/restores, security, emails, files access, mobile devices, remote access, storage, databases, and software). Also produces in-house software (applications, intranet, websites, and e-services) development/support along with 3 rd party software packages support/assistance.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of hours that the CSD Helpdesk operates per fiscal year. - Number of dispatched Logs Service processed per month average with Staffing (defined above) - Number of hours for Logs and IT Projects - Number of Databases - Number of Government Financial System Users - Number of PCs Supported - Number of online Government services created/ hosted and managed - Number of Internet accesses granted-Basic & Low Video Streaming - Number of Remote Services accesses granted-Blackberry/Forward Email/Token/Active Sync Devices	3042 1000-1500 70,000-73,200 40-50 400-430 3,000-3,300 2-3 2,000-2,500 900-1,600	N/A N/A N/A N/A N/A N/A N/A N/A N/A
Quality - Customer Satisfaction scores regarding Logs Calls For Service - Customer Satisfaction scores regarding IT Project Reviews - Peer reviews completed on IT Projects - Peer reviews with a satisfactory scores on IT Projects - Percentage of uptime which the Government's Website is accessible	75% 75% 80% 80% 95%-100%	N/A N/A N/A N/A N/A
Timeliness - CSD Helpdesk telephone calls answered within 30 seconds - IT Project completed within the agreed scheduled timeframe, including any change requests and time changes approved - Helpdesk Log Requests responded to in published time frames	80% 75% 80-100%	N/A N/A N/A
Location Cayman Islands	100%	100%
Cost	\$6,701,504	N/A
Related Broad Outcome: 5. Modern, Smart Infrastructure		
(Group comprises ABS outputs: CSD 42)		

Note: 2012/13 Actual not comparable to 2013/14 Budget as output was revised.

HCA 24	Services Provided by the London Office	\$663,372
Description • Provision of advice and information on events, policies and developments in the UK and Europe based on Press and Media Reports, Parliamentary Reports, European Union Reports, Trade Reviews, Financial Publications, Statistical Data etc. • Provision of guidance and information to foreign stakeholders and other business/economic development activities • Provision of assistance to Caymanians residing, studying or visiting the United Kingdom and Europe; provision of visa, work permit and other immigration assistance to persons visiting or relocating to the Cayman Islands; provision of support and coordination of disaster response efforts. Provision of assistance within our capability to Caymanians who are experiencing distress in the UK and Europe. • Participating in and arranging meetings, conferences, functions and official visits.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of reports or briefing papers produced • Number of hours providing information and business development activities • Number of persons assisted using consular services • Number of events, meetings, conferences or official functions attended	15-25 300-400 200-250 60-100	20 348 240 75
Quality • Reports supported by credible sources • Information provided by qualified personnel • Assistance provided by officer experienced in dealing with the UK public and private sector agencies • Meetings, conferences and official functions attended by a qualified officer	100% 90-100% 90-100% 95-100%	100% 100% 100% 100%
Timeliness • Advice on events and policies in the UK and Europe provided within three working days following the identification of relevant issue • Information and assistance provided within two working days of request • Meetings, conferences and official functions attended as necessary	98-100% 100% 90-100%	100% 100% 100%
Location UK and EU	100%	100%
Cost	\$663,372	\$853,278
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: UKO 9, UKO 11, UKO 12, UKO 13)		

HCA 27	Policy Advice and Support to the Minister of Community Affairs	\$1,240,206
Description Provision of policy advice and administrative services for the Minister and Cabinet including: • Preparation of replies to correspondence, speeches, statements answers to parliamentary questions and any other information requested by the Minister • Preparation of policy advice papers and papers for Cabinet • Preparation of drafting instructions • Monitor and review the delivery of outputs by Government-Owned Companies and Non-Government Organisations		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of meetings, conferences, workshops and training sessions attended and events coordinated • Number of Parliamentary questions, papers, notes, drafting instructions, directives and reports prepared • Number of inquiries, correspondences, speeches, consultations, statements and briefing sessions • Number of plans and drills developed, maintained, monitored and/or organized and payments and applications processed	44-83 45-85 1,150-1,460 10,026-16,055	135-190 73-116 380-530 12,026-18,055
Quality • Governance and oversight given to Boards and Government Owned Companies are in compliance with the relevant laws and/or government policy • All papers, notes and reports to be reviewed and approved by the Chief Officer or designate prior to final approval by the Minister • Provide clear, accurate and relevant drafting instructions for both of the above Bills • Payments to be processed accurately and timely	90-100% 90-100% 90-100% 85-100%	90-100% 90-100% 90-100% 85-100%
Timeliness • Cabinet papers and notes submitted to Cabinet Office prior to 12:00pm Wednesday • Speeches, statements, and reports submitted to Chief Officer 1-3 working days prior to due date	90-100% 95-100%	90-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$1,240,206	\$1,834,475
Related Broad Outcomes 3. A more Secure Community 8. A Culture of Good Governance 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS outputs CFS 1, NAU 1, DCS 26, MCA 1, MCA 2, MCA 3, MCA 4, MCA 5, MCA 6, MCA 8)		

HCA 28	Administration of Community Assistance Programmes	\$5,072,474
Description The administration of Community Assistance Programmes including: • The provision of in-home, residential and day care services provided for indigent elderly and adult disabled persons • Provision of means and needs assessments in respect of applications for public welfare • Provision of adequately prepared shelters and properly trained shelter management staff pre-disaster for the safe operation of shelters during and after a disaster		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of meetings, inspections, and training sessions conducted or attended • Number of assessments conducted • Number of care and social activities performed	52-77 1,385-1,700 256,200-337,400	18-22 990-1200 241,400-293,600
Quality • Training sessions delivered in accordance with the Department's guidelines. • Assessments conducted based on criteria established by the Department of Children and Family Services • Services provided by trained, experienced care givers	95-100% 90-100% 95-100%	95-100% 90-100% 95-100%
Timeliness • Training sessions performed April to June. • Inspections ongoing throughout hurricane season • Assessments completed within six months of assignment. • Residential care: three 8 hour shifts	100% 100% 100%	100% 100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$5,072,474	\$4,301,782
Related Broad Outcomes 3. A more Secure Community 4. A more Efficient, Accessible and Affordable Public Service 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS outputs: CFS 30, NAU 2, CFS 32)		

HCA 29	Public Education on Social Issues	\$276,148
Public education and training activities relating to: - Life skills and vocational training for young parents - Community outreach presentations		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of newsletters produced and distributed - Number of workshops, presentations and meetings held - Number of public awareness campaigns and events held	12 18-30 64-72	12 13-20 43-51
Quality - Accurate and relevant information is provided by qualified and trained professionals - All workshops, presentations and meetings held will be delivered by skilled and knowledgeable personnel in the subject area - Public awareness campaigns utilize various mediums	100% 100% 100%	100% 100% 100%
Timeliness - Newsletters published monthly - Workshop, presentations and meetings will be delivered as schedule - Public awareness campaigns events held throughout the year	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$276,148	\$245,182
Related Broad Outcomes 2. A Work-Ready and Globally Competitive Workforce 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS outputs: CFS 5, DCS 19)		

HCA 30	Counselling and Support Services	\$4,807,379
Description Counselling and support services involving: • Provision of individual, couples, family and group therapy and programmes to residents needing assistance with drug and alcohols issues, and family and relationship problems. • Provision of psycho-educational and experiential parent programme to support the personal, social and/or life skills growth of adolescent parents. • The provision of social work intervention services including: advocacy, counselling, mediation and conflict resolution, case management and overseas travel with client.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of sessions, visits, assessments, conferences, workshops, and presentations • Number of placements offered	12,125-12,987 565	12,417-13,792 537
Quality • Sessions, workshops, and presentations conducted by skilled and qualified staff • Placement in compliance with agency standards	100% 90-100%	100% 90-100%
Timeliness • Sessions, programmes, workshops offered on a rotational basis throughout the year • Social Work services offered during the days and evenings	100% 90-100%	100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$4,807,379	\$5,309,887
Related Broad Outcomes 2. A Work-Ready and Globally Competitive Workforce 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS outputs: CFS 28, DCS 15, DCS 16, DCS 17, DCS 18, DCS 21, DCS 22, DCS 24, DCS 27, DCS 28, DCS 29, DCS 31, DCS 32, DCS 33)</i>		

HCA 31	Supervision and Support of Children	\$1,827,451
Description Provision of social services to children and families involving: • Residential care services for children and young adults with disabilities • Placement and supervision of abused and/or neglected children • Recruitment, assessment, approval, training and supervision of foster families for children needing short or long term placement • Partial assessments and counselling of prospective adoptive families for children who have been cleared for adoption		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of care services and activities provided • Number of reports, warrants, sessions, and minutes delivered	22,190-25,260 971-1,209	18,950-20,800 910-1,122
Quality • Care services provided in accordance with client's individualized care plans and by trained and experienced care givers. • Assessments and investigations of abuse matters carried out by qualified social workers. • Training conducted by facilitators qualified in subject area. • Adherence to established guidelines as set by the Adoption Law.	90-100% 100% 90-100% 100%	90-100% 100% 90-100% 100%
Timeliness • Care services provided daily • Investigations carried out within 24 hours • Placement and supervision of children – ongoing • Recruitment and Support of Foster Care Families – ongoing • Assessment and counseling of prospective adoptive families - ongoing	90-100% 100% 100% 100% 100%	90-100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,827,451	\$1,584,805
Related Broad Outcomes 3. A more Secure Community 8. A Culture of Good Governance 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS outputs: CFS 8, CFS 9, CFS 10, CFS 11, CFS 12)		

HCA 32	Community Development Services	\$490,769
Description Community development service involves: - Promotion and celebration of child month - Provision of advice and guidance on social problems to the community enabling them to identify their needs and to develop strategies to address those needs. - Developing or enhancing employability and life skills through: assessment of clients training needs, assisting with resume writing, organizing and hosting job fairs.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of events, workshops, sessions, meetings, presentations, fairs, and workshops held or attended	655-815	454-546
Quality Percentage of Committee members in attendance at meetings	90-100%	90-100%
Timeliness Ongoing	100%	100%
Location Cayman Islands	100%	100%
Cost	\$490,769	\$394,785
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS outputs: CFS 14, CFS 15)</i>		

OUTPUT SUPPLIER: CHILDREN AND FAMILY SERVICES (CAYS) FOUNDATION

CAY 2	Children And Youth Services (CAYS) Foundation	\$2,178,000	
Description			
Children and Youth Services (CAYS) Foundation will manage and operate:			
- Frances Bodden Girls' Home (FBGH), a twenty-four hour residential facility for youth who require residential care due to being deemed in need of care and protection and girls exhibiting offending behaviours that have been Court ordered. This will be achieved through the delivery of programmes within a structured, positive environment which will assist residents to develop appropriate behaviours and coping skills that will assist with their reintegration into their family, school and community. In addition, family education and preparation for independent living are also provided. - Bonaventure Boys Home (BBH), a twenty-four hour residential facility for youth who have been remanded or committed by the Courts for youth rehabilitative services. This will be achieved through the use of the Cayman Model Treatment Approach which will cover therapeutic services, educational services (vocational & academic), multi-agency and community partnerships and after-care services.			
Measures		2013/14 Budget	2012/13 Actual
Quantity			
Number of residential homes managed		2	2
Number of placements offered at Frances Bodden Girls Home		14	14
Number of placements offered at Bonaventure Boys Home		10	10
Number of groups offered to residents per week		12	12
Number of family education groups offered		24	24
Number of monthly reports submitted to the Ministry		24	24
Number of annual reports submitted to the Ministry		1	1
Quality			
Percentage of children who have comprehensive care plans developed.		90-100%	90-100%
Percentage of residents who successfully complete programme as measured by achievement of care plan goals		50-70%	50-70%
Care plans goals achieved prior to reintegration into society		80-100%	80-100%
Accurate, timely and current reports submitted to the Ministry of Home and Community Affairs		80-100%	80-100%
Timeliness			
Care plans developed within 45 days of admission		90-100%	90-100%
Treatment team meetings to discuss resident progress held monthly		90-100%	90-100%
Discharge planning to occur within 90 days of discharge		90-100%	90-100%
Monthly reports submitted on the 10th working day of each month with the approval of the CAYS Foundation Board		80-100%	80-100%
Annual reports submitted within one month after the end of the budget year with the approval of the CAYS Foundation Board		80-100%	80-100%
Location			
Grand Cayman		100%	100%
Cost		\$2,178,000	\$2,178,000
Related Broad Outcomes			
3. A more Secure Community			
12. Equity and Justice in a Society that Values the Contributions of all			

OUTPUT SUPPLIER: NATIONAL DRUG COUNCIL

NDC 1	Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	\$552,958
Description Provision of policy and prevention advice and the advocacy and support of policy/legislative development and reform. Develop and initiate research activities to facilitate evidence-based decision making. Distribute locally and otherwise relevant information on substance use, misuse and abuse. Assist in the facilitation of INCB certificates and reporting. Monitor and evaluate the implementation of the activities of the NADS 2009-2013 and reporting on the implementation of activities.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Legislative / policy feedback, proposals, notes, speeches, responses - Participation in local, regional, and international forums/committees/task force - Initiating pilot prevention programmes - Development and issuance of public information campaigns, PSA's and Media releases - Prevention–presentations/training/oversight/group/community involvement - Survey design/administration/data entry/data Analysis/reviews/reports - Implementation of CAYDIN - Preparation INCB reports and quarterly & annual reports - Contacts with partner/stakeholder agencies/meetings	2-5 3-8 1-2 5-15 100-150 2-6 1 2-6 30-45	3 4 1 9 200 6 n/a 5 40
Quality - Responses, Reports and documents are accurate, appropriately researched; and meet Ministry and Cabinet requirements - Reports, content of material and information to the public are accurate and valid - Prevention initiatives are to be delivered or facilitated by qualified staff - Research and data collection initiatives are developed and implemented in accordance with international best practices and externally reviewed as necessary - INCB data is collected and reports are submitted quarterly and annually in accordance with agreed timelines and processes - Contacts with partner agencies will be by qualified NDC Personnel to ensure accurate collection of data.	100% 100% 100% 100% 100% 90-100%	100% 100% 100% 100% 100% 100%
Timeliness Completed within the established timeframes and/or agreed deadlines	95-100%	100%
Location Cayman Islands	100%	100%
Cost	\$552,958	\$552,958
Related Broad Outcomes 3.A Fit and Healthy Population <i>(Group comprises Purchase Agreement output: NDC 1)</i>		

OUTPUT SUPPLIER: VARIOUS REFUGEE SERVICES

NGS 38	Services for Refugees	\$270,000
Description Services provided to refugees arriving in the Cayman Islands		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of months to house up to 25 refugees	3	N/A
Quality Services delivered to standards defined in internal guidelines and agreements such as the Memorandum of Understanding with the Cuban Government	100%	N/A
Timeliness Services provided as needed	100%	N/A
Location Cayman Islands	100%	N/A
Cost	\$270,000	N/A
Related Broad Outcome 3. Addressing Crime and Policing		
<i>Note: Due to the nature of this output group, service will be contracted on an 'as needed' basis</i>		

2012/13 Actual not comparable to 2013/14 Budget as measure was revised

OUTPUT SUPPLIER: HOME SCHOOL ASSOCIATIONS AND OTHER SUPPLIERS

NGS 63	School Lunch and Uniform Programmes	\$476,700
Description Provision of school lunches and school uniforms to children whose parents meet established criteria.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of children receiving school lunches - Number of children receiving school uniforms	700-800 200-250	769 203
Quality - Lunches meet minimum nutritional standards - Uniforms meet school uniform requirements	90-100% 90-100%	90-100% 90-100%
Timeliness - Lunches provided every school day for the period specified by the Social Worker - Uniforms provided within ten working days of assessment	90-100% 90-100%	90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$476,700	\$476,700
Related Broad Outcomes 3. A more Secure Community 8. A Culture of Good Governance 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various as determined by Department of Children & Family Services)</i>		

OUTPUT SUPPLIER: PINES RETIREMENT HOME

NGS 64	Care of the Indigent, Elderly and Disabled Persons	\$1,400,000
Description Accommodation and care for indigent, elderly and disabled persons and Heavy Care patients.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of residents requiring residential nursing care - Number of Heavy Care patients	25-30 6-8	27 6
Quality - Responsive to the needs of each patient. - Nursing care and supervision provided by experienced Registered Nurses licensed by Cayman Islands Health Practice Commission. - Encourage each of these patients to maintain a level of independence appropriate to the patients physical and mental ability. - To actively participate in decisions related to his/her daily life. - Medical Treatment is delivered in accordance with their doctors orders. - All Resident Care is overseen by General Practitioner, in collaboration with Health Care Team, responsive to individual needs of each resident, including Registered Nurses, Physiotherapist, Dietician, and Pines Board of Directors acting through the Manager of the Pines - Activities coordinated to suit the individual needs and abilities of each resident - Standards of care are delivered in accordance with the internal Policy and Procedures Manual. (Policies and procedures Manual 'Briggs Resident Care Policies and Procedures for Nursing Facilities in compliance with U.S. Federal Regulations 2nd Edition') - The Manager is trained and experienced in Residential Home Management. Please see the attached for details of Management and Supervisory Services provided. - Facility is licensed to operate as a Residential Home in accordance with the Health Practice Commission	80-100% 95-100% 100% 95-100% 95-100% 80-100% 100% 100% 100% 100%	80-100% 95-100% 100% 95-100% 95-100% 80-100% 100% 100% 100% 100%
Timeliness - General Practitioner visits the Pines at least once per week - Continuous, 24 hours per day, 365 days per year	100% 100%	100% 100%
Location The Pines Retirement Home, Grand Cayman	100%	100%
Cost	\$1,400,000	\$1,278,751
Related Broad Outcomes 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all (Group comprises Purchase Agreement outputs: PRH 1, PRH2, PRH 3)		

OUTPUT SUPPLIER: NATIONAL COUNCIL OF VOLUNTARY ORGANISATIONS

NGS 65	General Programmes and Children's Services	\$117,180
Description Provision of National Council of Voluntary Organisations (NCVO) Children's Services Programmes.		
Measures	2013/14 Budget	2012/13 Actual
Quantity		
Richard Arch Children's Centre	1	1
Quality		
Richard Arch Children's Centre provides pre-school care and education in accordance with the guidelines set by the Education Department	90-100%	90-100%
Timeliness		
Richard Arch Children's Centre operates Monday-Friday (closed public holidays and in August)	90-100%	90-100%
Location		
All of the NCVO Programmes are located or administered on 90A and 90B Anthony Drive, George Town, Grand Cayman	100%	100%
Cost	\$117,180	\$117,180
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all (Group comprises Purchase Agreement output: NCV 3)		

NGS 66	Foster Care for Children	\$225,000
Description Provision of foster care for children who are unable to be placed in private homes as determined by the Courts and the Department of Children and Services.		
Measures	2013/14 Budget	2012/13 Forecast
Quantity Number of children	4-9	4-9
Quality Foster care meets standards as assessed by the Department of Children and Family Services	90-100%	90-100%
Timeliness Foster Care is provided up to 24 hours per day, and up to 7 days per week, depending upon the placement	90-100%	90-100%
Location National Council of Voluntary Organisations, Nadine Andreas Residential Foster Home, 90B Anthony Drive, George Town	100%	100%
Cost	\$225,000	\$225,000
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises Purchase Agreement output: NCV 2)		

OUTPUT SUPPLIER: REHOBOTH MINISTRIES

NGS 67	Community Programmes	\$116,250
Description Provision of community programmes including preparation of meals and after school activities.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of programmes offered to the community	2	2
Quality Programmes promote growth and development of persons within the central George Town community	90-100%	90-100%
Timeliness After School and Meals on Wheels Programmes available 5 days per week Full Day Care offered during school holidays	90-100% 90-100%	90-100% 90-100%
Location TE Mcfield Youth & Community Centre	100%	100%
Cost	\$116,250	\$116,250
Related Broad Outcomes 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
Group comprises Purchase Agreement output: RBM1 & RBM 2)		

NGS 68	Rental Accommodation for Persons in Need	\$1,600,000
Description Provision of rental accommodation for person in need of urgent housing assistance and who meet the established criteria		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of families receiving rental assistance	350-450	417
Quality Rental Agreement meets standards established by Department of Children & Family Services	90-100%	90-100%
Timeliness Services provided within 10 working days of persons being successfully assessed	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$1,600,000	\$1,569,800
Related Broad Outcomes 3. A more Secure Community 4. A more Efficient, Accessible and Affordable Public Service 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement.)</i>		

OUTPUT SUPPLIER: VARIOUS FUNERAL HOMES

NGS 70	Burial Assistance for Indigents	\$150,000
Description Provision of burial services for indigents.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of persons receiving burial assistance	50-60	52
Quality Service provided in accordance with DCFS Burial Assistance Policy	90-100%	90-100%
Timeliness Ongoing	100%	100%
Location Cayman Islands	100%	100%
Cost	\$150,000	\$149,877
Related Broad Outcomes 3. A more Secure Community 4. A more Efficient, Accessible and Affordable Public Service 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement.)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS CRISIS CENTRE

NGS 71	Support for Battered Women and Children	\$300,000
Description Provision of short-term shelter and rehabilitative services to female victims of domestic violence and sexual violence and their children including: • Case management and counselling for clients and their children in the shelter • Public education programmes on domestic abuse and sexual violence and its effects on the individual, family and community • Referral services and victim advocacy services through the confidential telephone crisis line or the Centre		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of shelter facilities with an 18 bed capacity • Provision of a 24 hour Crisis Hotline • Number of public education presentations • Provision of a shelter follow-up programme	1 1 24-36 1	1 1 24-36 1
Quality • Shelter provides residents and staff with 24 hour security • Shelter services provided by qualified, trained persons with relevant skills • Hotline answered and programmes provided by qualified, trained persons with relevant skills • Program is culturally specific and age appropriate.	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Shelter services are available 24 hours a day 7 days a week • Confidential crisis line is provided 24 hours a day 7 days a week	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$300,000	\$300,000
Related Broad Outcomes 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises Purchase Agreement output: CIC 1, CIC 2, CIC 3, CIC 4)		

NGS 72	Therapeutic Services for Young Persons	\$25,000
Description Provision of therapeutic services for young persons who need to develop skills in behavioural modification.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of persons assisted	1-2	1
Quality Services provided based on guidelines established by Department of Children & Family Services	80-100%	80-100%
Timeliness Ongoing	100%	100%
Location Cayman Islands	100%	100%
Cost	\$25,000	\$2,000
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Social Services)</i>		

OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT

OUTPUT SUPPLIER: MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT

DAT 1	Advice and Support to the Minister of District Administration, Tourism and Transport	\$2,131,540
Description - Policy advice and support to the Minister and Cabinet involving subjects relating to Tourism, the Sister Islands and National Weather including: - Department of Tourism, District Administration, National Weather Service, Public Transport Board, Cayman Airways, Port Authority, Cayman Turtle Farm, Tourism Attractions Board, Cayman Islands Airports Authority, Cayman Islands Tourism Association, Sister Islands Tourism Association and Sister Islands Affordable Housing Development Corporation.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of policy advice papers and notes, speeches, statements, speaking notes, pieces of advice, briefings, reports and responses to parliamentary questions - Number of meetings attended - Number of output payments processed in accordance with purchase agreements	90-204 77-126 25-50	114 111 20
Quality - All Cabinet papers and notes will be signed off by the Chief Officer and will define issues clearly and succinctly, include pertinent research and data, have an unambiguous statement of policy objectives, and identify all viable options and assess the same - Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel - Representations at meetings/briefings by knowledgeable and professional personnel	100% 100% 100%	100% 100% 100%
Timeliness - All will be delivered by agreed target dates - Attendance at meetings within timeframe agreed - Participants are present for meetings	100% 100% 100%	100% 100% 100%
Location Grand Cayman, Cayman Brac and Little Cayman	100%	100%
Cost	\$2,131,540	\$1,871,653
Related Broad Outcomes - A Strong, Thriving and Increasingly Diverse Economy - Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics		
(Group comprises ABS outputs: DAD 16, MDT 1, MDT 2, MDT 3, MDT 17, TOU 25)		

DAT 2	Government Services in Cayman Brac and Little Cayman	\$3,259,890
Description Provision of Government services in Cayman Brac and Little Cayman which includes: - Organizing official visits and ceremonial events - Information and advice to the general public - Child care facility - Processing of accounts payable transactions		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of travel documents processed - Number of registration applications processed - Visits and events arranged - Number of work hours for information and advice to the General Public - Number of children at childcare facility daily - Number of transactions / batches processed - Number of promotional material distributed - Number of passengers processed - Number of aircrafts and marine crafts cleared - Number of responses to world-wide requests for information - Number of vehicle, electrical and other inspections and licensing services	516-622 242-300 50-75 8,000-9,000 25-30 1,800-2,200 2,000-3,000 50,000-55,000 4,100-5,125 3,500-4,000 2,979-3,501	516-622 242-300 50-75 8,000-9,000 25-30 1,800-2,200 2,000-3,000 50,000-55,000 4,100-5,125 3,500-4,000 2,979-3,501
Quality - Travel documents with full compliance of guidelines - Registration application meet legislative requirements - Visits and events organised by senior staff - Information research/response by trained staff - Childcare meets standards set by Education Department - Payments executed in accordance with Public Management and Finance - Law (2005 Revision) and department policy - Brochure created of highest quality and distributed to high circulation magazines - Passengers processed in full compliance with customs and immigration laws	100% 100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100% 100%
Timeliness - Within two days for waivers and other documents; 4 - 6 weeks for U.S. visas and two weeks for passports - Registration within one day for marriage license and one hour for birth and death certificates in accordance with itineraries - Routine response: immediately, if research is needed: 2-3 working days - Childcare service provided 8:00 A.M. – 5:30 P.M., Monday - Friday - Payments processed within one week of receipt - Passenger processed within two minutes	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$3,259,890	\$2,890,153
Related Broad Outcome: - A Strong, Thriving and Increasingly Diverse Economy - Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics		
<i>(Group comprises ABS outputs: DAD17, DAD 18, DAD 19, DAD 22, DAD 23, DAD 25, DAD 27, DAD 28, DAD 29, DAD 30)</i>		

DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman	\$4,487,563
Description • Construction and maintenance of public facilities and infrastructure • Disaster management, preparedness and response services • Collection, preservation and display of material evidence significant to our culture, history and heritage, including: - o Collection, documentation and preservation of material - o Providing exhibitions and displays and general public access to them and museum facilities - o Preservation of historical sites		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Mock exercise/workshops organized/attended • Number of emergency shelters maintained • Number of miles of road maintenance and construction • Number of job orders processed for building/facility maintenance • Other projects • Number of artefacts preserved • Number of displays/exhibitions • Number of tours arranged	1-2 4 1,200-1,300 500-600 400-450 3,500-4,000 25-35 350-450	1-2 4 1,200-1,300 500-600 400-450 3,500-4,000 25-35 350-450
Quality • Annually updated Hurricane and Disaster Plan • Training exercises conducted according to guidelines • Roads are constructed to National Engineering standards • Buildings are constructed to National Building Code standards • Artefacts secured, exhibited and preserved in accordance with • National Museum standards • Historical Sites marked with descriptive signs to United States Parks standards	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
Timeliness • Cover hurricane season June – November • Immediate response to other disasters • As set out in annual budget guidelines and approved works program • Open to public access seven days per week	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Brac and Little Cayman	100%	100%
Cost	\$4,487,563	\$4,500,715
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics		
(Group comprises ABS outputs: DAD 21, DAD 24, DAD 26)		

DAT 4	Governance and Administrative Services	\$203,089
Description Provide administrative and consultative services to the following Boards and Committees: • Hotel Licensing Board • Public Transportation Board • National Tourism Management Policy (NTMP) Steering Committee • Transportation • Environment • Research and Information • GT and Port Development • Human Research • Infrastructure and Product Enhancement • Hospitality School Advisory Council		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of meetings: • Hotels Licensing Board • Public Transportation Board • National Tourism Management Policy Steering Committee • Hospitality School Advisory Council	5-9 9-12 1-5 5-9	3 6 0 N/A
Quality • Board members/ committee members will define specific issues/opportunities, conduct necessary research, identify best practices and offer guidance or potential solutions to each respective board as necessary	100%	100%
Timeliness • Department of Tourism representative will attend meetings as called by committee chair	100%	100%
Location Cayman Islands		
Cost	\$203,089	\$79,977
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: TOU 4)</i>		

DAT 5	Inspection, Testing and Licensing Services	\$482,124
Description Provide Tourist Accommodation Inspections and Licensing Services on behalf of the Hotel Licensing Board		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of bedroom inspections: - Grand Cayman (4820) - Condo/Apartment 800-1,250 1,281 - Villa/Guest ouse 450-550 524 - Hotel 650-850 1,206 - Sister Islands (451) - Condo/Apartment 100-115 90 - oVilla/Guest House 85-95 139 - Hotel 85-100 164		
Quality - Bedrooms will be inspected based upon standards and regulations laid down in the Tourism Law 100% 100% - Internationally accepted standards and practices will be incorporated into accommodation and public facilities inspection evaluation process 100% 100% - Properties will be inspected by qualified personnel 100% 100% - Consultation and award of accommodation licenses will be done by the Hotel Licensing Board 100% 100%		
Timeliness - Inspections and re-inspections occur: 100% 100% - Condo/Apartments, Villa/Guest Houses - Between the period April 15 - Aug 31 100% 100% - Hotels - Between the period June 15 - Oct 31 100% 100% - Public Facilities – Ongoing throughout the period 100% 100%		
Location Cayman Islands	100%	100%
Cost	\$482,124	\$398,521
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: TOU 14)		

DAT 6	Public Education Programmes	\$906,376
Description - Provide on-the-job training, combined with classroom instruction, and competency certification to raise the occupational competencies of both young people preparing for careers in tourism, and for incumbent tourism industry personnel who want to advance their careers in tourism - Increase the community's awareness of issues surrounding sustainable tourism, and the importance of tourism to the Cayman Islands economy. Plan and execute tourism education and scholarship programmes		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of customer service training sessions/workshops and programme performance reports - Number of scholarship summary reports, tourism career awareness presentations and tourism community awareness events	40-60 100-140	49 140
Quality - Training will be provided by highly recognized institutions and qualified personnel - Tourism scholarship program to be managed according to scholarship guidelines on behalf of the Ministry of District Administration, Tourism and Development. - Tourism career awareness presentations and expos will be delivered by knowledgeable, qualified personnel and according to Department of Tourism guidelines - Community tourism awareness programme will meet intended objectives	90-100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Certification training sessions (March–July) - Ministry of District Administration, Tourism and Development scholarships awarded once per year and reports are generated three times per year - Tourism career awareness presentations and expos throughout the period - Community tourism awareness events to take place over the period of the year	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$906,376	\$933,797
Related Broad Outcome: - A Strong, Thriving and Increasingly Diverse Economy - A Work-Ready and Globally Competitive Workforce		
(Group comprises ABS outputs: TOU 11, TOU 19)		

DAT 7	Tourism Public Relations	\$1,675,504
Description - Manage local and international communications with external stakeholders: including the media, tourism industry partners and trade partners throughout the year and particularly during times of national emergency or crisis. - Increase brand awareness and enhance the image and reputation of the Cayman Islands in order to promote tourism using channels such as: - Press Releases - Visiting Journalist Program - Targeted Media Events and Promotions - Speeches, Features, Articles and Newsletters - Event Photography and Graphic Design		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Press / Photo Releases - Number of 'Crisis' Press Releases - Number of Visiting journalists Trips - Number of film productions facilitated - Number of published stories - Number of Events/Promotions - Number of speeches written - Number of Welcome/Programme messages written - Number of E Newsletters written - Event Photography and Graphic Design (Banners, Invitations, Ads etc.) - Number of presentations/reports	85-95 18-22 40-50 5-10 170-180 10-15 20-30 10-15 40-50 85-95 55-65	106 29 66 9 289 28 27 17 46 127 49
Quality - Branding image to be maintained at all times - All media communication and releases to be pre-approved by PR Manager or Director prior to issue. - All communications will be in compliance with agreed plans and strategies	100% 100% 100%	100% 100% 100%
Timeliness - Press Releases will be written and approved, 1–2 days prior to release date 'Crisis' Press Releases to be distributed as appropriate - Speeches written a minimum of 2 days before event - Welcome letters to be drafted 1-3 days prior to due date E. newsletters to be drafted 1-3 days prior to distribution date - Visiting Journalist Programme spans a calendar year, trip maybe centered around specific calendar events or maybe customized for specific journalist stories - Photography and graphic support provided as appropriate upon request - Attend all briefings as required by Chairpersons or by the Ministry	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100%
Location Cayman Islands, USA, Canada and UK	100%	100%
Cost	\$1,675,504	\$1,688,710
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS output: TOU 9)</i>		

DAT 8	Tourism Advertising Activities	\$7,114,345
Description Market the Cayman Islands through the following methods of advertising: • Print • Radio • Television • Web/ Internet • Outdoors Placements (Billboards, sports screens etc.)		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of print insertions • Number of radio spots • Number of television spots • Number of web locations (digital activity placements)	235-245 0 8,400-8,600 255-265	289 545 5,236 289
Quality • Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism • In compliance with agreed plans and strategy • Branding image to be maintained at all times	100% 100% 100%	100% 100% 100%
Timeliness • In accordance with agreed plan/ timelines of Department of Tourism' media plan	100%	100%
Location Cayman Islands, USA, UK and Continental Europe and Canada	100%	100%
Cost	\$7,114,345	\$6,709,497
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: TOU 22)		

DAT 9	Tourism Sales and Promotion	\$4,023,527
Description Promote an awareness of, and travel to, the Cayman Islands using a variety of tools for both our trade and consumer audiences. These tools will range from in person sales calls with travel agents to Familiarization trips for travel agents to online presence through the management of seven websites used for promotional purposes. - Trade - Participate in Trade Shows - Conduct Trade Training Seminars - Sales "Blitz" - Sales calls - Partnership/Affinity Programs - Familiarization Trips - Consumer - Events Sponsorships - Consumer Shows - Partnership/Affinity Programs - Web management - Special Events and Promotions - Content Updates - Partner E-brochure updates - Consumer Enhancements - Social Media - Messages - Videos		
Measures	2013/14 Budget	2012/13 Actual
Quantity		
<u>Trade</u>		
• Number of trade shows attended	65-75	68
• Number of training sessions	95-105	251
• Number of sales' blitz conducted	3-6	8
• Number of Sales offices visited	1,000-1,200	1,324
• Number of partnerships/ affinity programs entered into	5-10	11
• Number of FAM trips	20-25	29
<u>Consumer</u>		
• Number of events sponsored	50-60	65
• Number of consumer shows attended	75-85	98
• Number of affinity programs	35-45	15
• Number of special events hosted	20-25	22
<u>Web Site Management</u>		
• Number of special events hosted	25-30	36
• Number of Website content updates	1,480-1,500	7,414
• Number of Partner E-brochure updates	50-60	274
• Website consumer enhancement	5-10	8
<u>Social Media</u>		
• Number of messages posted on social media channels	1,1000-1,300	1,304
• Number of videos posted on social media channels	8-15	27

Quality		
Exhibits at Trade Shows to be displayed in accordance with Tourism Guidelines	100%	100%
Special Events, Familiarisation Trips, Sales Calls, Sales blitz's & Training to be conducted by qualified, knowledgeable personnel	100%	100%
Quality should be in compliance with agreed plans and strategy	100%	100%
Branding image to be maintained at all times	100%	100%
Web Site will be maintained and updated in accordance with the digital media framework and organizations' strategic objectives	100%	100%
Social media messages and videos in accordance with the digital media framework and social media strategy and implantation documents	100%	75-100%
Timeliness		
Ongoing throughout the period	100%	90-100%
Web site management and social media will be in accordance with the annual marketing plan	100%	75-100%
Location		
US, UK, Canada and Cayman Islands	100%	100%
Cost		
	\$4,023,527	\$5,873,031
Related Broad Outcomes:		
1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS output: TOU 21)</i>		

DAT 10	Tourism Marketing	\$1,655,088
Description Direct marketing of the Cayman Islands to consumers, sellers and suppliers through: - Consumer -potential and past visitors and visitor groups, e.g. past guests of hotels, condos, airlines and potential visitor groups, e.g. database listings from magazines, partner programmes, consumer shows e.g. Caribbean travel and life, Crate and Barrel, Adventure Travel Show respectively. - Trade (Sellers = travel agents and wholesalers and suppliers = hotels, airlines etc.) Marketing is done through: - Hard copy e.g. post cards, promotional brochures sent via traditional post, travel planner - Electronic e.g. electronic post cards, newsletters and e-blasts delivered via the internet		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of direct marketing initiatives: Consumer - Number of hard copy collateral developed and distributed - Number of electronic post cards, newsletters or e-blasts developed and distributed Trade - Number of hard copy collateral developed and distributed - Number of Electronic post cards, newsletter or e-blast developed and distributed	40-50 210-220 5-10 30-40	8 68 1 19
Quality - In accordance with the digital media framework - In accordance with the agreed strategy, plan and timeline of DOT's annual marketing plan - Branding image to be maintained at all times	100% 100% 100%	100% 100% 100%
Timeliness In accordance with the annual marketing plan	100%	100%
Location Cayman Islands US, UK and Canada	100%	100%
Cost	\$1,655,088	\$1,185,481
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: TOU 20)		

DAT 11	Support for Local Tourism Providers	\$1,844,867
Description Support for local tourism providers involving: • Implement pilot environmental program for the tourism sector- Environment Management Systems (EMS) • Identify and facilitate physical product enhancement projects • Identify and facilitate tourism service enhancement projects • Data collection, preparation and publication of statistical reports, to be provided to Department of Tourism stakeholders, industry partners and tourism related associations • Cruise Tourism Management		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of EMS support sessions, EMS training workshops and accredited activities • Number of tourist way finding and attraction location signage, nature tourism infrastructure projects and support projects • Number of reports produced • Number of Heritage Awareness Projects, Product Development Initiatives and Cultural Activities to enhance visitor experience • Number of cruise industry outlook reports , training sessions, workshops and consultation meetings with Cruise Industry Partners	29-45 11-36 51-77 34-54 18-44	15 23 64 35 35
Quality • Environmental Management Systems (EMS) set up will meet: The internationally recognised environmental standards of Green Globe Certification or another similar accredited environmental programme • Signage will comply with guidelines set forth by the Department of Tourism • Visitor experience programmes will be enhanced by local musicians and qualified Frontier staff • Data gathered and reports written according to Tourism Law (1995 Revision) and Tourism Regulations (1996 Revision) • Programmes will be carried out in accordance with NTMP and the annual work plan of the Department of Tourism	100% 100% 100% 100% 75-100%	100% 100% 100% 100% 100%
Timeliness • Ongoing throughout the period • Reports for any particular month will be produced and approved for release by the last Friday of the following month.	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,844,867	\$1,178,358
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: TOU 15, TOU 16, TOU 18, TOU 23, TOU 24)		

DAT 12	Collection of Coercive Revenue	\$635,066
Description Collection of coercive revenues on the following: • Tourist Accommodation Tax • Tourist Accommodation License Fees • Environmental Protection Fund Fees for airlines and cruise ships • Cruise Ship Departure Charges • Review records of tourist resorts to ensure that the revenue submitted to the department is in compliance with the Tourism Law, and Tourist Accommodation Taxation Law • Collection of Government Revenue.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of tourist accommodation tax collection transactions • Number of timeshare tax collection transactions • Number of license fee transactions • Number of accommodations audit reports issued • Number of revenue collection transactions/receipts	4,100-4,300 70-75 315-325 1-3 8,000-8,500	4,879 72 485 0 8,000-8,500
Quality • All TAT and TST due are collected according to Tourism Law • License fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals • Revenue reconciliation carried out monthly	95-100% 95-100% 100%	100% 100% 100%
Timeliness • Collect tourist accommodation and timeshare tax on or by the 28th of each month, following the month in which accommodation was provided • Collect tourist accommodation license fees upon the application for a license or renewal • Revenue deposited with two working days of collection	95-100% 95-100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$635,066	\$328,972
Related Broad Outcome 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: : DAD 20, TOU 17)		

DAT 13	Weather Forecast Services	\$1,131,642
Description Non Aeronautical Services for Tropical Storms, Hurricanes, Floods, Marine and Severe Weather are provided to various social and economic sectors including the Construction and Tourism industry and the General Public. This results in the provision of the following: • Public Weather Forecast • Inclement Weather and Associated Impacts Warnings • Disaster Risk Reduction (Public Education and Outreach) • Severe Weather and Hurricane Preparedness and Mitigation		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of Public Weather Forecasts • Number of Special Reports • Number of Weather Warning	1,075-1,100 30-50 200-250	1,075-1,100 30-50 200-250
Quality • All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices recognised by the World Metrological Organisation (WMO)	95-100%	95-100%
Timeliness • Public Weather Forecast will be issued three times daily • Warnings will be issued as required for threatening severe weather systems for the Cayman Islands	100% 100%	100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$1,131,642	\$1,598,745
Related Broad Outcome 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: NWS 2)</i>		

DAT 14	Public Transport Services	\$431,773
Description Provision of services on behalf of the Public Transport Board including: - Managing or regulating access to Public Transportation System through issuance of permits to taxi, tours, bus water sports, vehicles, school buses and churches prior to operations - Monitoring safety and security standards of all public transportation vehicles, ensuring compliance with rules and appropriate laws and carrying out incident investigations - Managing the dispatch of Taxi and tour operators to the George Town Port - Managing the dispatch of Omni Bus operators from the George Town bus depot		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of reports prepared - Number of applications processed - Number of permits and IDs issued - Number of inspections carried out - Number of complaints investigated - Number of Omni buses ranked and dispatched per month	18-36 800-1,200 500-700 750-1,000 350-500 4,500-6,000	42 1,392 566 1,012 422 4,804
Quality - Reporting will be in accordance with established law and regulations - Applications process in accordance with established laws and regulations - Permits issued in accordance with decisions made by the Public Transport Board - Inspections carried out in accordance with established laws - Investigations carried out in accordance with the Traffic Law and Public Transport Vehicle Regulations - Omni Bus dispatched in accordance with established rules and guidelines	100% 100% 100% 100% 100% 70-100%	100% 100% 100% 100% 100% 70-100%
Timeliness - Reports will be prepared within ten working days of the following month - Complaint investigations will be conducted within two working days of receipt - Omni buses will be dispatched every 15 – 30 minutes	90-100% 75-100% 60-100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$431,773	\$504,007
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: PTO 2, PTO 3, PTO 4)		

OUTPUT SUPPLIER: CAYMAN AIRWAYS LIMITED (CAL)

CAL 1	Strategic Domestic Air Services	\$2,848,928
Description Provision of air service between Grand Cayman and Cayman Brac and Little Cayman, using Twin Otter aircraft and specific jet supplemental flights.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - One way flights between Grand Cayman and Cayman Brac or Little Cayman - One way flights between Cayman Brac and Little Cayman - One way passengers carried	5,000-5,600 1,800-2,100 75,000-80,000	5,084 1,972 72,761
Quality All flights will be operated in accordance with the airline's safety, operating and maintenance standards	100%	100%
Timeliness All flights will be operated with due regard for timeliness and reliability	100%	100%
Location Cayman Islands	100%	100%
Cost	\$2,848,928	\$2,949,058
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CAL 1)</i>		

CAL 2	Strategic Tourism, Regional and Core Air Services	\$14,956,872
Description Cayman Airways provides direct air service to strategic US and regional gateways identified as key source markets for expanding the Cayman Islands tourism base and for facilitating the economic development of the Cayman Islands.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of direct, one way flights per annum - Number of one ways passengers carried per annum	4,400-4,900 300,000-350,000	4,401 302,086
Quality All flights will be operated in accordance with the airline's operating, safety, and maintenance standards	100%	100%
Timeliness - Operates each month of the year with seasonal fluctuations - Flights are expected to operate on Schedule (departure and/or arrival within 15 minutes of schedule)	85% 85%	85% 85%
Location - Strategic US gateways including: New York, Miami, Tampa, Orlando, Fort Lauderdale, and Chicago - Regional gateways including: Kingston, Montego Bay, La Ceiba and Havana	100% 100%	100% 100%
Cost	\$14,956,872	\$15,220,125
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CAL 2)</i>		

OUTPUT SUPPLIER: TOURISM ATTRACTIONS BOARD

TAB 1	Management of Pedro St. James National Historic Site	\$887,437
Description To preserve, facilitate and market Pedro St. James for the enjoyment of both residents and tourists including the provision of: Preservation, protection and restoration of historical buildings; educational resources and information; maintenance and administration of visitors' centre and gift shop; collections and exhibitions; recreational and leisure facility for social events; special events and catering services.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of historical material and artifacts preserved - Number of historical buildings and memorials maintained - Number of social events organized - Collections and exhibitions arranged/maintained - Hours of administration of Visitor Centre and Gift Shop - Hours of inspection and maintenance of landscaping	190-200 4 15-20 3 3,000- 3,100 1,750- 2,000	198 4 15 3 3,084 1,800
Quality - Preservation complies in accordance with established guidelines - Maintenance meets the standard guidelines - Events organized by qualified personnel	100% 100% 100%	100% 100% 100%
Timeliness Ongoing	100%	100%
Location Grand Cayman	100%	100%
Cost	\$887,437	\$905,548
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: TBD 1)		

TAB 2	Management of Queen Elizabeth II Botanic Park	\$689,422
Description To preserve, facilitate and market the Queen Elizabeth II Botanic Park for the enjoyment of both residents and tourists including the provision of: preservation and protection of native fauna and flora; species management; maintenance of specialist gardens; maintenance of Visitor Centre and Gift Shop; recreational and leisure facility; educational resources/information; social venue; walking trails and maintenance of nursery.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Hours of administration of Visitor Centre and Gift Shop - Number of acreage preserved and protected in partnership with the National Trust - Number of specialist gardens - Number of special events - Number of visitor centre displays - Number of workshops organized	3,000 - 3,100 65 5 – 7 3 – 5 2 2	3084 65 7 4 2 2
Quality - Preservation, maintenance of plants, trails and gardens in accordance with established guidelines - Well documented and labelled plant collection - Special events organized by qualified personnel - Safety standards in accordance with Agriculture and Environment regulations	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Open to the public daily 9:00 a.m. to 5:30 p.m. - Rentals by appointment - Special events and workshops available as agreed by appointment	100% 100% 100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$689,422	\$703,512
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: TBD 2)		

TAB 3	Annual Pirates Week Festivals and Events	\$295,012
Description To facilitate and organize promotional and fund-raising events which culminate in an annual festival organized for the enjoyment and enlightenment of residents and visitors.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of musical presentations arranged - Number of pageantry (landing/parade) organized - Number of heritage displays organized - Number of art exhibitions organized - Number of visual displays (fireworks/confetti) arranged - Number of kids fun day arranged - Number of volunteers and awards night arranged - Number of publications available for promotion - Number of gift shops managed	6 -9 2 7 3 8-10 3-5 1 2 1	9 2 7 3 9 4 1 2 1
Quality - All required activities arranged satisfactorily - Adherence to accepted standards for exhibition and publication - Participants professionally qualified and knowledgeable in appropriate techniques - Stock displays promotes the Pirates Week National Festival	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Events and activities arranged by October each year - Services available to customer Monday - Friday, 9.00 a.m. to 5:00 p.m.	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$295,012	\$301,033
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: TBD 3)		

TAB 4	Management of Cayman Islands Craft Market	\$130,324
Description Organize, promote, administer and execute the Cayman Craft Market as a venue for local artisans and musicians to exhibit and sell their products and crafts to visitors. The Cayman Craft Market will promote on-island offerings and provide an outlet for native arts and crafts.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of applications processed or amended - Number of vendors and artists coordinated - Number of inspection of supply and quality of products - Number of craft market buildings, tents, and landscaping maintained - And special events organized when not operated as a market	10 - 15 25 - 35 230 - 250 7 - 9	15 35 237 7
Quality - Ensure vendors compliance with code of conduct - Scrutinize applications for proper products criteria - Ensure quality presentation - Adherence to good public safety practices - Meet required standard of hygiene for the facilities - Events organized by qualified personnel	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness - Open to the public Monday to Friday - Events organized by the required timeframe as agreed	95-100% 95-100%	95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$130,324	\$132,983
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy <i>(Group comprises Purchase Agreement output: TBD 4)</i>		

TAB 5	Management of Hell Attraction	\$31,360
Description - To preserve and protect the natural resources of the attraction for the enjoyment of both residents and tourist. - To manage the rental agreements and the operation of the on-site gift shop and to oversee the general upkeep of the buildings and property; and monitoring of visitors.		
Measures	2013/14 Budget	2013/12 Actual
Quantity - Number of rental agreements managed - Number of buildings and landscaping maintained - Number of acres of natural resources preserved and protected	3 2 1.44	3 2 1.44
Quality - Rental agreements signed by authorized personnel and meet contractual agreements - Adherence to good public safety practices - Preservation and maintenance of property in accordance with established guidelines	100% 100% 100%	100% 100% 100%
Timeliness Open to the public daily	100%	100%
Location Grand Cayman	100%	100%
Cost	\$31,360	\$32,000
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: TBD 5)		

OUTPUT SUPPLIER: SISTER ISLANDS AFFORDABLE HOUSING CORPORATION

SIH 1	Sister Islands Affordable Housing Programme	\$74,485
Description Administer the Sister Islands Affordable Housing Initiative Programme and provide support services to low income Caymanian families		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours of general management and administration	1,500-1,700	1,500-1,700
Quality - Site visits conducted by qualified personnel. - All financial transactions processed in accordance with the Public Managements Law	100% 95-100%	100% 95-100%
Timeliness Site reports to be completed within five days at the end of each month	100%	100%
Location Cayman Brac	100%	100%
Cost	\$74,485	\$74,465
Related Broad Outcome: 1.A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: SIH 1)		

OUTPUT SUPPLIER: CAYMAN ISLANDS ANGLING CLUB

NGS 1	Organize, Administer and Execute the Cayman Islands Fishing Tournament	\$32,382
Description Organize, administer and execute the Cayman Islands Fishing Tournament to promote sport fishing in the Cayman Islands.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of tournaments arranged	1	1
Quality Well promoted and organized	100%	100%
Timeliness April 2014 to May 2014	100%	100%
Location Grand Cayman	100%	100%
Cost	\$32,382	\$33,043
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: CAC 1)		

OUTPUT SUPPLIER: CARNIVAL COMMITTEE

NGS 3	Organization of Batabano Festival	\$20,960
Description Organization and execution of the Batabano Festival as an entertainment attraction for residents and tourists.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of parades arranged - Number of fund raising and promotional events organized	2 1-4	2 1-4
Quality Public safety, punctuality	100%	100%
Timeliness - Batabano Festival held in April - May 2014 - Fundraising ongoing throughout the period	100% 100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$20,960	\$21,388
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CCC 1)</i>		

OUTPUT SUPPLIER: CAYMANIAN LAND AND SEA CO-OPERATIVE SOCIETY LIMITED

NGS 7	Management of Small Business Development	\$270,000	
Description Management assistance for small business development within the Tourism Industry. Services include: • Receipt and dispatching of pre-booked tours • Administrative matters including liaising with cruise ship representatives and fundraising marketing, banking and pay-outs to all operators/vendors • Corporate and all other related matters			
Measures		2013/14 Budget	2012/13 Actual
Quantity • Number of members • Number of active members • Number of land tours organized • Number of sea tours organized • Average number of tours per boat operator • Average number of tours per taxi/bus operator • Number of tourism sub-sector represented		100-200 30-45 4000-6000 3000-5000 100-200 100-200 10	100-200 30-45 4000-6000 3000-5000 100-200 100-200 10
Quality • Quarterly reports will provide accurate, relevant and timely information • Tourism career activities will be accurate and relevant to audience		100% 100%	100% 100%
Timeliness • Members queries answered within 24 hours, within the hour if urgent • General reports issued as required • Quarterly financial reports within 30 days of end of quarter		100% 100% 100%	100% 100% 100%
Location Grand Cayman		100%	100%
Cost		\$270,000	\$277,246
Related Broad Outcomes: • A Strong, Thriving and Increasingly Diverse Economy (Group comprises Purchase Agreement output: LSC 1)			

OUTPUT SUPPLIER: GARDENING CLUB

NGS 57	Gardening Projects and Landscaping	\$3,565
Description: To promote gardening and all things related to the enjoyment of the natural beauty of the Cayman Islands and undertake projects to beautify the community.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of beautification projects	2-4	2-4
Quality - Use local plants wherever possible - Comply with relevant policies and guidelines	90% 100%	90% 100%
Timeliness Projects completed within agreed timeframe	90%	90%
Location Grand Cayman	100%	100%
Cost	\$3,565	\$3,565
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: GCG 1)		

OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF PLANNING, LANDS, AGRICULTURE, HOUSING AND INFRASTRUCTURE

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

PAH 1	Advice and Support to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure	\$2,320,934
Description Policy advice and administrative support to the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure on electrical suppliers, petroleum storage and handling, vehicle purchase and servicing, vehicle inspections and licensing, upkeep of parks and cemeteries, agriculture, management of Crown Estate and land survey regulation, land titles information, and management of public buildings.		
<u>Measures</u>	2013/14 Budget	2012/13 Actual
Quantity - Number of Cabinet papers - Number of Minister briefings - Number of Parliamentary answers - Instructions on legislative motions - Number of bills and reports per meeting - Attendance at meetings	90-110 100-120 1-3 3-6 4-8 470-500	156 75-85 4 3-6 4-8 470-500
Quality - All cabinet papers to be reviewed and signed off by the Hon. Minister or the Chief Officer - All advice or analysis for parliamentary answers will be sought from qualified sources and signed off by the Hon. Minister or the Chief Officer - Cabinet Papers will comply with Cabinet instructions and policies - Legislation will be accurate and in alignment with the desires of the Government - Written and verbal communications will be accurate. - Activities will comply with relevant Government guidelines, regulations and legislation	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness - Cabinet submissions will be in line with the Cabinet's deadline - Legislative Motions and Bills – within specified time frame for required meetings of the Legislative Assembly - Ministers Cabinet instructions will be actioned within a time frame agreed	95% 95% 95%	95% 95% 95%
Location Cayman Islands	100%	100%
Cost	\$2,320,934	\$2,093,763
Related Broad Outcomes Modern, Smart Infrastructure A Robust Agriculture Sector Suited to the Needs & Resources of the Country		
(Group comprises ABS outputs: MPA1, MPA2, AGR32, PWD1, VLT 10)		

PAH 2	Emergency Response Services	\$109,357
Description Provide emergency response services to include: - Maintenance of stand-by generators, a fleet repair and fuel capacity to respond to service demands by fleet clients and committees, in the event of a hurricane or any other natural emergency. - Hazardous waste operations and emergency response to natural or manmade events. - Carry out disaster preparedness activities for hurricane, earthquake and other natural and manmade disasters including: (1) Executing an annual hurricane preparedness exercise; (2) Responding to live storms/disasters		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Facility Condition Reports prepared - Number of maintenance and inspection assignments required for 22 stand-by generators.	6-8 375	4 360
Quality - Facility condition reports reviewed/signed off by appropriate PWD management level. - Services performed in accordance with international and established departmental maintenance and repair standards.	100% 100%	100% 95%
Timeliness - Facility condition Reports to be delivered within 60 days of request. - Annual hurricane preparedness exercise carried out in May each year (prior to the start of the hurricane season)	95% 95%	95% 95%
Location Cayman Islands	100%	100%
Cost	\$109,357	\$204,870
Related Broad Outcomes 3. A More Secure Community		
(Group comprises ABS outputs: DVE 5, PWD 10)		

PAH 3	National Mail Service	\$1,514,735
Description - The processing of domestic and incoming international mail for local delivery - The processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands - Production of official Cayman Islands stamps - Philatelic Services (stamp collecting) - The processing of domestic and incoming international mail for local delivery - The processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of domestic and International mail items processed - Number of stamp sales transactions - Number of express mail services items processed - Number of post office box rental transactions - Number of stamp issues produced - Number of Philatelic educational presentations	5.4-5.6 million 50,000-75,000 12,000 11,900-13,000 3-5 2-4	5.68 million 67,865 12,007 13,417 6 2-4
Quality - All incoming and outgoing mail is processed in accordance with established Cayman Islands Postal Service procedures, the Postal Law and Regulations, the Universal Postal Union Regulations and where applicable, the Customs Law and Regulations (Grand Cayman) - Stamp production in accordance with guidelines set by Her Majesty, Cabinet and Stamp Advisory Committee - Ensure that presentations are conducted by Postal staff knowledgeable in Philately or by Stamp Advisory Committee members	100% 100% 100%	90% 100% 100%
Timeliness - Domestic Mail Service - Mail posted in Grand Cayman by 10:00 a.m. Monday-Friday will be delivered to any Grand Cayman and Sister Island within two business days after posting - International Mail Service - Outgoing mail posted by 10:00 a.m. Monday-Friday will be processed for overseas dispatch within two business days - Incoming mail delivered to post office boxes or general delivery within two business days of collection - Express Mail Services - Outgoing: Items posted by 9:00 a.m. Monday-Friday will be processed for dispatched overseas the same business day - Incoming: Items received by 11:00 a.m. Monday-Friday will be processed for delivery same business day - Stamp Sales / Post Office Box Rentals / Franking Meter Licenses - Stamp sales - counter transactions to be completed within 5 – 7 minutes; call-in orders readied within 2 hours - Post box rental transactions to be completed within 7 – 10 minutes; new box rentals competed within one business day, based upon availability and receipt of payment - Franking meter licenses issued within one business day after receipt of payment	85% 85% 95% 95% 95-100% 95-100% 95-100%	71.3% 86% 82% 83.5% 98% 98% 99%
Location Cayman Islands	100%	100%
Cost	\$1,514,735	\$1,185,322
Related Broad Outcome 2.A Work-Ready and Globally Competitive Workforce (Group comprises ABS outputs: POS 1, POS 2, POS 4, POS 5)		

Note: The total cost of supplying this output is \$4,799,525. However, revenue of \$3,284,790 from third parties reduces the cost to Cabinet to \$1,514,735.

PAH 4	Management of Public Recreational Facilities and Cemeteries	1,345,390
Description - Monitoring the construction of parks in George Town and BoddenTown; and all public beaches, cemeteries and roads. - Landscaping, maintenance and management of public areas including portable toilets; provision of cemetery capacity reports and inspection of vaults.		
Measures Quantity - Number of parks maintained - Number of docks/ramps maintained - Number of cemeteries maintained - Number of beaches maintained - Number of public toilets maintained - Number of beach accesses maintained - Number of master plan and technical survey reports on town planning proposals - Number of streets/sidewalks maintained - Number of miles of road cleaned - Carry out George Town Business District Projects	2013/14 Budget	2012/13 Actual
	8-15 8-15 12-15 12-15 14-16 15-25 1-2 10-25 10-20 10-40	8-15 8-15 12-15 12-15 14-16 15-25 1-2 10-25 50-100 10-40
Quality - Assistant Managers and Supervisors monitor toilets, docks/ramps cemeteries, beaches, beaches accesses upkeep and parks maintenance - Master plan and survey reports prepared and crosschecked by General Manager - Inspection of streets/sidewalks by Supervisor and Assistant Manager - Inspection of streets clean with MADVAC Street Sweeper by Assistant Manager	100% 80-100% 80-100% 80-100%	100% 80-100% 80-100% 80-100%
Timeliness - Public toilets maintained daily - Docks/Ramps and Parks maintained weekly - Cemetery grounds maintained - Beaches and beach accesses maintained daily/weekly - Conduct works and services consistent with the scheduled time table	95% 100% 100% 100% 80-100%	100% 100% 100% 100% 80-100%
Location Grand Cayman	100%	100%
Cost	\$1,345,390	\$1,569,993
Related Broad Outcome - A More Secure Community - A More Efficient, Accessible and Affordable Public Service - Modern, Smart Infrastructure		
(Group comprises ABS outputs: PWD 6, PWD 7)		

PAH 5	Agriculture Regulatory Services	\$1,564,643
Description Administration of programmes to regulate the import and export of plants, plant products and aggregate. Administration of programmes to detect and prevent the entry, establishment and spread of new plant pests. Activities to regulate the importation and promote the safe use, handling and storage of pesticide products. Inspection of licensed premises to ensure compliance with the conditions of their operating license Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards Issuance of permits and certificates prior to the importation or exportation of animals and animal products		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of plant import permits and phyto-sanitary certificates permits and certificates issued - Number of public education/ awareness events - Number of animals attended - Number of animals slaughtered - Ante mortem Inspections completed	400-500 6-10 1,100-1,300 550-650 550-650	472 4 1,171 575 558
Quality - Import permits issued in compliance with local regulations - Plant phyto-sanitary certificates issued in compliance with regulations set by country of import - Public awareness events organised by qualified personnel and appropriate to target audience - Inspections conducted by qualified persons and in accordance with Animals Law and supporting regulations - Medical/surgical services carried out by qualified personnel - Animals slaughtered and dressed in compliance with Regulations and Departmental Standards	100% 100% 100% 98-100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness - Maximum period between receipt of application and rendering a decision: two working days - All consignments of aggregate inspected within 24 hours of arrival - Animals slaughtered within 24 hours of delivery to Abattoir - All livestock slaughtered within 24 hours of arrival at the Abattoir - Emergency calls: Calls responded to within two hours - Quarterly Public Awareness Events	100% 100% 100% 100% 95-100% 100%	100% 100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,564,643	\$1,643,411
Related Broad Outcome 11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country (Group comprises ABS outputs: AGR 24, AGR 25, AGR 29, AGR 31)		

Note: The total cost of supplying this output is \$1,750,643. However, revenue of \$186,000 from third parties reduces the cost to Cabinet to \$1,564,643.

PAH 6	Agriculture Development Services	\$421,426
Description Provision of marketing, agri-business, promotional, public relations, training and logistical services to support the development of the Agricultural Sector, through: • Provision of assistance and support to educational activities and programmes target at the youth • Provision of assistance and support for marketing, promotion and increased public awareness of local agricultural products and the sector as a whole. • Provision of support to individual farmers and entrepreneurs to assist with their marketing and agri-business needs. • Coordination Media liaison activities and general PR to inform the public on sectorial issues. • Coordination and administration of the Agricultural Membership Programme & support recognized farmers in accessing benefits and services offered by the wider Government Service.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of written responses to media inquiries, interviews, media events and press releases produced, conducted or assisted with • Number of training and educational interventions and activities coordinated and/or delivered. • Number of educational activities and programmes for the youth • Number of man-hours spent in preparation and delivery of marketing, agri-business, promotional, technical, administrative and logistical services to support the development of the sector and improve and enhance National Food Security, • Number of man hours spent administering the Agricultural Membership Programme	6-8 8-10 10-12 500-1,000 400-500	6 27 N/A 470.25 75.5
Quality • All promotional, PR and public awareness information released to be approved by the Head of Department or Ministry as appropriate • All interviews and media events conducted by personnel approved by Head of Department or Ministry as appropriate • All technical, agri-business and marketing advice, training, technical support to schools and youth organisations and logistical support to the sector and agricultural organizations to be provided by suitably qualified persons appropriate to the specific assignment	100% 100% 100%	100% 100% 100%
Timeliness • All information provided for press releases to be prepared and be ready for approval by the Head of Department and/or the Ministry within the set timeframe • All written responses to the media are to be completed and be ready for approval by the Head of Department and/or the Ministry within three working days • All projects and are to be reported on quarterly • All training courses delivered in accordance with an agreed schedule	95-100% 100% 100% 95-100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$421,426	\$441,963
Related Broad Outcome 11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country (Group comprises ABS output: AGR 26)		

Note: The total cost of supplying this output is \$426,426. However, revenue of \$5,000 from third parties reduces the cost to Cabinet to \$421,426.

PAH 7	Garden and Decorative Services	\$106,876
Description Provision of a plant decorative service for Government entities and Non-Governmental Organisations (NGO's)		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Small decoration - Medium decoration - Large decoration	75-85 15-25 10-15	60-70 15-25 10-15
Quality - Service provided is in accordance with customer's requirement - All services carried out according to internal departmental standards	95-100% 90-100%	95% 90%
Timeliness Service provided meets all timeframes agreed with customer	90-100%	95%
Location Cayman Islands	100%	100%
Cost	\$106,876	\$116,454
Related Broad Outcome 11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country		
(Group comprises ABS output: AGR 22)		

Note: The total cost of supplying this output is \$110,376. However, revenue of \$3,500 from third parties reduces the cost to Cabinet to \$106,876.

PAH 8	Management of Special Projects	\$882,566
Description Provision for architectural, project management and quantity surveying services.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of drawings/plans produced - Number of cost estimates produced - Number of Project Service Level Agreements (PSLA) signed - Number of projects managed SLA	30-40 30-40 30-35 20-30	20 28 3 9
Quality - Drawing/plans produced in accordance with the Central Planning Authority and Building Control Unit requirements - Pre-tendered estimates within 10% of successful tender received - Project Service Level Agreements (PSLA) to define project scope, time-frame and budget - Meeting client's requirements and successfully fulfilling planning (CPA) and building control(BCU) approval	85% 90% 100% 90%	85% 90% 100% 90%
Timeliness Plans, cost estimates and project management within time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame.	85%	85%
Location Cayman Islands	100%	100%
Cost	\$882,566	\$933,222
Related Broad Outcomes 3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure		
(Group comprises ABS output: MPA 3, PWD 8)		

PAH 9	Management of Land Information	\$2,931,873
Description - Valuation and Collection of Stamp Duty - Technical Advice on Land and Survey Matters - Provision of a Land Registry to record land title information - The provision of Land Survey services - Quality Assurance (QA) and Quality Control (QC) through provision of a Quality Management System (QMS) covering all aspects of the survey and mapping processes within Lands and Survey. - The provision and maintenance of National Land Survey Control Network to facilitate the cadastre, mapping and National Land Information System - To coordinate, manage, facilitate and deliver the National GIS within which geospatial data is stored and contributed to by public and private sector entities. - To provide geographical information and mapping services utilising the National. - To provide new Geographic Information solutions in support of departmental and broader Government mandates and initiatives, and business development with the private sector, utilizing data organized within the National GIS framework.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of enquiries processed - Number of new parcels - Number of maps produced - Number of surveys conducted - Number of survey plans authenticated - Number of applications/solutions developed - Number of National GIS Website Subscriptions, Digital Data Requests and Digital Representation Requests processed - Number of inspections conducted on GPS base stations	6,500-7,000 900-1,100 300-400 25-35 320 12-14 125-150 24	7,253 857 327 21 253 13 130 24
Quality - Valuations are conducted by qualified personnel - Advice provided by professional and qualified personnel - All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure. - Compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision) - Inspections are conducted according to Lands and Survey policies and principle	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

Timeliness - Valuation turnaround time for all cases – two to five working days after receipt of all relevant documents - Advice is provided within two working days of request - All documents are processed within 10 working days after receipt of request. - Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request - Inspections of GPS base stations conducted six times per year	90-100%	90-100%
	95-100%	95-100%
	95-100%	95-100%
	85-100%	85-100%
	95-100%	95-100%
Location Cayman Islands	100%	100%
Cost	\$2,931,873	\$2,847,140
Related Broad Outcome 5. Modern, Smart Infrastructure		
<i>(Group comprises ABS outputs: LSU 1, LSU 2, LSU 3, LSU 4, LSU 5, LSU 6, LSU 11, LSU 12)</i>		

Note: The total cost of supplying this output is \$3,623,879. However, revenue of \$673,000 from third parties and \$118,150 from statutory authorities and government owned companies reduces the cost to Cabinet to \$2,931,873.

PAH 10	Management of Government Properties	\$12,936,301
Description Management of Government properties including; - Property procurement for Government, by way of lease, outright purchase or compulsory acquisition Roads Law (2005 Revision) or Land Acquisition Law (1995 Revision), together with disposals of Crown lands including Crown Grants and Vestings. Rent reviews and lease renewals for Cabinet. - General management of unoccupied Crown-owned land holdings and Crown properties leased to third parties. - The provision of a real estate valuation and appraisal service to Government, to permit negotiation of claims for compensation (i.e. roads), acquisition/disposal of Government property - Provision of Facilities Management service for multi-user Government Buildings - Advice and services on government buildings and facilities and related matters to support various entities - Maintenance to and construction of government facilities		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of property acquisitions - Number of land inspections completed - Number of valuation reports completed - Number of contracts managed - Number of meetings attended - Number of maintenance work orders completed	5-10 140 18-20 50-60 35-45 5,000-7,000	N/A 280 27 50-60 127 5,020
Quality - All acquisitions, disposal or leasing are in accordance with Statutory regulations and current applicable Laws- Roads Law (2005 Revision) and Land Acquisition Law (1995 Revision) - Inspections of the Craft Market and other crown properties are signed off by the Chief Valuation Officer - All reports are prepared in accordance with the current Royal Institution of Chartered Surveyors Valuation Manual/Regulations - All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes - Meetings attended by qualified/experienced persons - Work orders signed off by Supervisor confirming work completed to acceptable standard.	100% 100% 100% 95-100% 95% 95%	100% 100% 100% 95-100% 95% 95%

Timeliness • Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion. • Monthly inspections of Craft Market and regular inspections of other crown properties • Turn-around time for all reports – four weeks • Weekly inspection of each site and preparation of maintenance schedule once per year • Expected outcomes are delivered within the timeframe stipulated in all contracts. • Meetings attended as scheduled • Routine work orders and preventative maintenance work orders to be completed in accordance with timeframes in “work order timeframes” guide	90-100%	90-100%
	95-100%	95-100%
	90-100%	90-100%
	90-100%	90-100%
	95-100%	95-100%
	95%	90%
	95%	95%
Location Cayman Islands	100%	100%
Cost	\$12,936,301	\$13,172,736
Related Broad Outcome 3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure		
<i>(Group comprises ABS outputs: LSU, 7, LSU 8, LSU 9, MPA 4, PWD 2, PWD 9)</i>		

Note: The total cost of supplying this output is \$13,801,390. However, revenue of \$228,089 from third parties and \$637,000 from statutory authorities and government owned companies reduces the cost to Cabinet to \$12,936,301.

PAH 11	Procurement and Maintenance of Government Fleet	\$4,655,656
Description - Conducting and performing acquisition processes leading to the purchase of most suitable fleet for its intended purpose(s). - Preventative maintenance and repair services - Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client - Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet - Provide technical advice and assistance to the client on fleet related matters		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of authorized fleet applications processed - Number of authorized maintenance work orders processed - Number of units authorized for disposal - Amount of imperial gallons of fuel required - Number of applications for advice, discussions and recommendations relating to fleet	30 3,000 40 450,000 55	30 2,500 33 450,000 50
Quality - Perform technical researches to assist with selecting and developing suitable unit specifications - Consult with the fleet client when the application is received to ensure the vehicle defect sheet/form is completed correctly. - Application are processed by assessing the condition of a unit and providing the client with a report including a disposal recommendation with an estimated value of the unit - Applications are processed by ensuring the Chief Officer approves the disposal recommendation before implementing it - Fully automated fuel system available - Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labor guides	100% 95% 100% 100% 95% 95%	100% 95% 100% 100% 95% 95%
Timeliness - Orders placed within two (2) working days of receiving approval from the client's Chief Officer. - Unscheduled repairs are performed on a first come basis and as determined by the Manager of Fleet maintenance. - Disposals by public auction are provided in the local media for two weeks, twice per week followed by a public auction within fifteen working days after the adverts. - Fuel is available 24 hour per day, 365 days per year. - Processing of applications for advice will commence within two (2) working days of receipt.	100% 95% 95% 100% 95%	100% 95% 95% 95% 95%
Location Cayman Islands	100%	100%
Cost	\$4,655,656	\$5,687,977
Related Broad Outcomes 5. Modern, Smart Infrastructure		
(Group comprises ABS outputs: DVE 1, DVE 2, DVE 3, DVE 4, DVE 6)		

Note: The total cost of supplying this output is \$5,280,754. However, revenue of \$138,453 from third parties and \$486,645 from statutory authorities and government owned companies reduces the cost to Cabinet to \$4,655,656.

PAH 12	Handling of Dangerous Substances	\$223,146
Description Administration of the petroleum handling and storage law, including inspection of fuel storage terminals. Advising on the safe handling and storage of hazardous substances. Inspection of workplaces to ensure compliance with safety, health and environmental environment for hazardous materials		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of liquefied petroleum gas facilities - Number of compressed gas facilities inspected - Number of bulk petroleum terminals inspected - Number of consultations on planning applications (tank installations) - Number of service stations inspected - Number of petroleum pump calibrations witnessed - Number of industrial sites inspected - Number of LPG tanks over 250 gallons inspected - Number of Operating Permits issued	1-2 10-13 6-7 35-45 20-24 20-24 220-250 130-140 250-300	1 7-10 6-7 25-35 13-16 11-13 170-200 130-140 N/A
Quality - Comply with the Dangerous Substances Handling and Storage Law, 2003 and codes for tanks specified in the Fire Code. - Inspections will be carried out by qualified inspectors	100% 100%	100% 100%
Timeliness - Inspections completed within four working days - Turnaround time of two days for fully compliant planning applications (tank installations)	95% 95%	95% 95%
Location Cayman Islands	100%	100%
Cost	\$223,146	\$210,322
Related Broad Outcome 5. Modern, Smart Infrastructure 10. Conservation of our Biological Diversity and Ecologically Sustainable Development		
<i>(Group comprises ABS output: CPI 1)</i>		

PAH 13	Provision of Planning Services	\$56,135
Description Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of statistical information reports produced	20-25	20-30
Quality Internal review and data quality assurance measures applied	98%-100%	98%-100%
Timeliness - Quarterly reports submitted within five working days of quarter end - Other reports processed within 15 working days of request	95%-100% 95%-100%	95%-100% 95%-100%
Location Cayman Islands	100%	100%
Cost	\$56,135	\$18,553
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 2. Modern, Smart Infrastructure		
<i>(Group comprises ABS output: PLN 33)</i>		

PAH 14	Management of Planning Applications	\$2,986,103
Description • Provide advice to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure as well as the Central Planning Authority on policy issues related to planning and development throughout the three islands • Prepare the annual report as required pursuant to Section 50 of the Development and Planning Law (2006 Revision). • The processing of development applications for planning permission • The enforcement of planning laws and regulations • The review of development applications for compliance with the Building Code for the issuance of building permits and the carrying out of inspections to ensure compliance with approved plans and certify buildings fit for occupancy • The provision of administrative and technical support to the Central Planning Authority (CPA), Development Control Board (DCB), Electrical Board of Examiners (EBE), and Development Planning Law and Regulatory Review Committee (DPL& RRC) to assist them in carrying out their mandates		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Hours spent on briefings, papers and reports • Number of reports to the Ministry • Number of routine applications processed • Number of Zoning queries processed • Number of enforcement cases opened • Number of reviews • Number of Inspections • Number of CPA, DCB, EBE decision letters	2,000-2,750 1 500-550 50-75 120-145 5,000-5,500 13,000-14,500 1,500-1,700	2,000-2,500 1 500-550 50-75 120-145 5,000-5,500 12,500-13,000 1,500-1,700
Quality • Reviewed for compliance with the Development and Planning Laws (2008 Revisions as Amended 2010) and Regulations (2006 Revisions), Central Planning Authority policies and vetted through internal review processes, where applicable • Report to Ministry is certified by CPA Chairman, DCB Chairman and Executive Secretary • Meeting Agendas and Minutes reviewed by Executive Secretary for accuracy before distribution	95%-100% 98-100% 95-100%	95%-100% 98-100% 95-100%

Timeliness • Report to the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure by February 3, 2014 • Routine applications – seven calendar days completion of initial review • Zoning queries – seven calendar days • Contact relevant parties – within Fifteen (15) calendar days of Case being opened • Processing routine (R3) applications –Twenty-One (21) calendar days • Inspections conducted within five (5) calendar days of request	98%-100%	98%-100%
	90%-100%	90%-100%
	95-100%	95-100%
	90-100%	90-100%
	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$2,986,103	\$3,087,254
Related Broad Outcomes 1.A Strong, Thriving and Increasingly Diverse Economy 3.A More Secure Community		
<i>(Group comprises ABS outputs: PLN 24, PLN 26, PLN 27, PLN 28, PLN 30, PLN 34)</i>		

Note: The total cost of supplying this output is \$3,155,103. However, the revenue of \$169,000 from third parties reduces the cost to Cabinet to \$2,986,103.

PAH 15	Administration of Temporary Housing Initiative	\$54,298
Description Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including: - Organising the maintenances of the Government owned units - Collecting rental payments from tenants - Coordinating with tenants regarding relocation to permanent property solutions - Coordinating relevant social programmes for tenants		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of temporary housing units administered and/or maintained	6	20
Quality Housing activity prioritised and completed in accordance with priorities established by Cabinet	100%	100%
Timeliness Housing activity completed in accordance with timeliness established by the Cabinet Secretariat	100%	100%
Location Grand Cayman	100%	100%
Cost	\$54,298	\$264,360
Related Broad Outcomes: 1. A More Secure Community		
(Group comprises ABS output: MPA 5)		

Note: The total cost of supplying this output is \$57,098. However, the revenue of \$2,800 from other third parties reduces the cost to Cabinet to \$54,298.

PAH 16	Licensing of Drivers and Vehicles	\$4,887
Description Provision of services relating to the collection of fees for testing vehicles and licensing of drivers.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Vehicle Inspection - Number of Vehicle Licensed - Number of Written Tests - Number of Road Testing of Drivers - Provisional and Full Drivers' Licenses issued - Input of disqualifications/endorsements in Licensing register - Extract of records of Vehicles from Licensing Register - Extract of records of Drivers from Licensing Register	33,000-35,000 55,000-58,000 3,700-4,000 1,700-1,900 20,000-22,000 800-900 625-675 550-600	33,000 55,000 2,500 1,600 20,000 850 625 550
Quality Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel:	95-100%	90%
Timeliness - Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers 5 – 15 minutes - Provisional and Full Drivers' Licenses issued within 5 – 15 minutes - Input of disqualifications/endorsements within 1 - 2 working days upon receipt from Court office and Police Dept. - Extract of records within 3 – 5 working days	95-100% 95-100% 95-100% 95-100%	90% 90% 90% 95%
Location Cayman Islands	100%	100%
Cost	\$4,887	\$334,484
Related Broad Outcomes 3: A More Secure Community		
(Group comprises ABS outputs: VLT 9)		

Note: The total cost of supplying this output is \$2,153,488. However, revenue of \$2,148,601 from third parties reduces the cost to Cabinet to \$4,887.

PAH 17	Services to Farmers	\$2,104,472
Description - Provide agricultural supplies to farmers, backyard gardeners and the general public in an effort to promote agricultural production. - Support registered farmers and backyard gardeners - Provision of Animal Husbandry Services in order to optimise the productivity of livestock at the farm level		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of sales transactions processed - Number of hours providing agricultural land clearing - Number of animals registered - Number of animals received for Artificial Insemination - Number of hours providing crop husbandry services	25,000-30,000 500-1,200 350-500 40-50 2,500-3,000	28,576 401.5 350-500 35-40 2,270.5
Quality - Transactions and orders are placed in accordance with the Public Management and Finance Law (2010 Revision), internal guidelines and are subject to approval by the Head of Department or his designate. - All land clearing is done in accordance with bulldozer policy guidelines - All animals to be registered in accordance with established Standard Operating Procedures - All Artificial Insemination services to be performed by qualified and experienced personnel using semen supplied by approved sires	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Service available to customers 8.5 hours per day Monday, Tuesday, Thursday, Friday (closed Wednesday) and 4.5 hours on Saturday (Grand Cayman) - Service available to customers 7.5 hours per day Monday -Friday (Cayman Brac) - Land clearing service provided to farmers in each district once a year. - All animals to be registered according to timeline as stated in the Standard Operating Procedures - All Genetic Improvement services to be actioned within 30 days of receipt of written request	100% 100% 80-100% 100% 100%	100% 100% 80-100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$2,104,472	\$1,954,401
Related Broad Outcomes A Robust Agriculture Sector Suited to the Needs & Resources of the Country		
(Group comprises ABS outputs: AGR 21, AGR 27, AGR 28)		

Note: The total cost of supplying this output is \$3,899,972. However, the revenue of \$1,795,500 from third parties reduces the cost to Cabinet to \$2,104,472.

ERA 6	New License and Existing License Negotiations	\$32,200
Description Negotiate New License(s) with entrants to the generating market in the Cayman Islands to encourage competition and generation from renewable resources within the industry		
Measures	2013/14 Budget	2012/13 Actual
Quantity No. of hours spent negotiating new License(s) with possible new entrant(s) into the electricity generating industry in the Cayman Islands	100-120	90-100
Quality All licenses to comply with the Electricity Regulatory Authority Law (2008) Revision and	100%	100%
Timeliness All licenses negotiated with new entrants by June 2011	100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 32,200	\$ 29,754
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ERA 9	Management of the Solicitation Process for New Generation	\$66,800
Description Establishment and management of the solicitation process for new generation capacity in particular capacity from renewable resources		
Measures	2013/14 Budget	2012/13 Actual
Quantity No. of hours monitoring solicitations for new generating capacity in Grand Cayman for commissioning in 2014/2015	200- 225	180-200
Quality All solicitations for new generation capacity will be processed in accordance with the Electricity Regulatory Authority Law (2008 Revision)	100%	100%
Timeliness All solicitations will be conducted in a timely manner	100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 66,800	\$ 61,902
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ERA 11	Advice on the Establishment of an Energy Policy for the Cayman Islands	\$ 21,000
Description Work associated with advice to the Ministry Planning, Lands, Agriculture, Housing and Infrastructure in establishing an Energy Policy for the Cayman Islands, to encourage renewable energy and efficiency within the generation industry		
Measures	2013/14 Budget	2012/13 Actual
Quantity No. of hours spent giving advice to the Ministry on the establishing of an Energy Policy for the Cayman Islands	60-80	80-100
Quality All work carried out will be in accordance with the instructions from the Hon. Minister of Planning, Lands, Agriculture, Housing and Infrastructure	100%	100%
Timeliness All work carried out as directed by the Hon. Minister will be executed in a timely manner.	100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 21,000	\$ 28,006
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 8	Drafting Instructions for the Development of Legislation	\$30,532
Description Provide Instruction on: - As Chair of the Data Protection Working Group, the drafting of a stand-alone Data Protection Law that protects an individual's rights to personal privacy. - Drafting of additional regulations, and amending existing regulations, under the ICTA Law 2010 Revision and the Electronic Transactions Law 2000. - Continuously monitor international technical standards and legislation in competitive jurisdictions, and recommend amendments to our legislation where appropriate in order to maintain our competitive position. - Provide specialist advice on legislation impacting the ICT sector.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Hours spent on drafting legislation, public consultations, international research on legislative issues	140	140
Quality All papers will: - Define issues clearly and succinctly, with the nature and scope of the issues being clear - Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques - Have recommendations that are unambiguous - Examine implementation issues and provide guidance where appropriate - Be prepared with due professional care	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness All papers delivered by dates required	100%	100%
Location Cayman Islands	100%	100%
Cost	\$30,532	\$30,956
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 9	Management of KY Internet Domain	\$120,062
Description Development of policy for, and management of, the Cayman Islands Internet Domain (KY DOM). • Purchase of technical services for the .ky Internet domains • Consultation with all stakeholders • Establishing the necessary technical databases • Maintaining the required domain name servers • Receiving, approving and recording applications for registration • Receiving and recording registration payments • Responding to requests for information • Monitoring compliance with domain policy • Receiving and progressing complaints • Liaising with international internet organizations e.g. ICANN and Internet Society • Developing and maintaining the .ky domain registration web site (www.nic.ky)		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of hours • Number of registrants	80 9,400-10,000	80 6,000-6,500
Quality All services will: • Be conducted with due professional care • Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques • Have recommendations that are unambiguous • Web-site will have provision for on-line feed-back	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness • All services delivered by dates required	100%	100%
Location Cayman Islands and technical sites in the USA	100%	100%
Cost	\$120,062	\$118,758
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 10	Collection and Verification of Licence Fees	\$100,383
Description Collection and verification of licence fees from major ICT network and ICT services, including: • Issuing invoices as required • Receiving payments and financial statements • Verifying payments against financial statements and licensing provisions • Resolving disputes over amounts paid • Taking action to recover outstanding payments • Remitting receipts to Government • Receiving and verifying annual adjustments based upon annual audited financial statements		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of license fees processed per year	120-140	120-140
Quality • Collection of fees due from licensees and amounts verified by ICTA staff before remittance to the Ministry • Supporting information provided by licensees verified to quarterly management accounts of licensee • Supporting information provided by licensees verified to annual certificates provided by external auditors	100% 100% 100%	100% 100% 100%
Timeliness • All payments verified within two weeks of receipt	100%	100%
Location Cayman Islands	100%	100%
Cost	\$100,383	\$99,335
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 11	Policy Advice	\$43,757
Description Provision of policy advice and support to the Minister, Chief Officer and other Government entities on ICT matters, including compliance with the Government's international obligations, market liberalization and competitive pricing.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Hours spent on papers, drafts, verbal and written briefs, attendance at meetings, research and speeches	180	180
Quality All papers will: - Define issues clearly and succinctly, with the nature and scope of the issues being clear - Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques - Have recommendations that are unambiguous - Examine implementation issues and provide guidance where appropriate - Be prepared with due professional care	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness All papers delivered by dates required	100%	100%
Location Cayman Islands	100%	100%
Cost	\$43,757	\$42,598
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 12	Education of Local Businesses and the General Public on ICT Issues	\$8,215
Description Education of the general public and private sector on ICT issues including • The effects of competition and the choices available • Individual rights when dealing with telecommunications companies • Complaint procedures • What information available from the ICTA • What is price regulation, and what does it mean of the individual? • Which networks and services require licences, and which do not?		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours: • Web site design and development • Design and production of printed co-lateral • Newspaper ads and/or press releases	15 3 3	15 3 3
Quality All services will: • Be conducted with due professional care • Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques • Have recommendations that are unambiguous • Resolution of on-line feed-back and complaints	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness All services delivered by dates required	100%	100%
Location Cayman Islands	100%	100%
Cost	\$8,215	\$8,215
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 13	Regional and International Representation	\$42,602
Description Act as the Cayman Islands point of contact and representative on, and pay membership fees to, regional and international ICT related organisations and associations such as: - American Registry for Internet Numbers (ARIN) - Caribbean Association of National Telecommunication Organisations - Caribbean Telecommunications Union - Country Code Names Supporting Organisation (CCNSO) - Commonwealth Telecommunications Organisation - Federal Communications Commission - Internet Corporation for Assigned Names and Numbers (ICANN) - International Civil Aviation Organisation (ICAO) - International Maritime Organisation (IMO) - International Telecommunications Union - North American Numbering Plan Association - Regional ICT Regulators - Société Internationale de Télécommunications Aéronautiques - Office of Communications (UK OFCOM)		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Representation at International and regional meetings and conferences - Responses to requests for written input and other correspondence - Detailed reports to Ministry	4 14 3	4 14 2
Quality All papers will: - Define issues clearly and succinctly, with the nature and scope of the issues being clear - Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques - Have recommendations that are unambiguous - Examine implementation issues and provide guidance where appropriate - Be prepared with due professional care	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness All services delivered by dates required	100%	100%
Location Cayman Islands and Overseas	100%	100%
Cost	\$42,602	\$40,229
Related Broad Outcomes 5.Modern, Smart Infrastructure		

NHT 4	Administration of the Affordable Housing Initiative	\$210,035
Description Administer the lease of the Affordable Housing Initiative Program and provide support services to low income Caymanian families.		
Measures Quantity - Number of site visits - Number of leases under special debt servicing arrangements - Number of rental applications assessed - Number of job orders processed and client assessed - Number of community service projects	2013/14 Budget	2012/13 Actual
	20-24 20-24 8-10 800-1000 2	20-24 20-24 8-10 800-1000 2
Quality - Site visit conducted by qualified personnel - All special debt service arrangements in accordance with guidelines set by the trust - Job orders process in order of priority by Maintenance Manager - Rental applications assessed with the guidance set by the Trust - Customers expressing satisfaction with the effects of the community service to the community	100% 95-100% 95-100% 95-100% 95-100%	100% 95-100% 95-100% 95-100% 95-100%
Timeliness - Site reports to be completed within five days at the end of each month. - Maximum time for submitting arrears report – 15 days after end of quarter - Minimum of one report per month.	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location - Windsor Park Affordable Home Site, George Town - West Bay Affordable Home Site, West Bay - Eastern Avenue Affordable Home Site, George Town 118 Dorcy Drive, Grand Cayman	100% 100% 100% 100%	100% 100% 100% 100%
Cost	\$210,035	\$197,000
Related Broad Outcome: 3.A More Secure Community		

NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	\$231,035
Description Administer the lease of the Government Guarantee Home Assisted Mortgage (GGHAM) Program and provide support services to low income Caymanian families.		
Measures Quantity - Number of applications processed - Number of special debt servicing arrangements - Number of financial counseling - Number of client meetings/interviews - Number of GGHAM meetings - Number of guarantee processed	2013/14 Budget	2012/13 Actual
	10-20 175-200 20-25 175-200 10-20 10-20	10-20 175-200 20-25 175-200 10-20 10-20
Quality - Applications process according to approve guidelines - All special debt service arrangements in accordance with guidelines set by the trust - Financial counseling done by qualified personnel - Site visits conducted by qualified personnel	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Timeliness - Maximum of three days for processing of applications - Maximum of five days for approval/decline response - Counseling done within five days of request - Site reports to be completed with five days at the end of each month	95-100% 95-100% 80-90% 95-100%	95-100% 95-100% 80-90% 95-100%
Location 118 Dorcy Drive, Grand Cayman	100%	100%
Cost	\$231,035	\$218,000
Related Broad Outcome: 3.A More Secure Community		

NHT 6	Administration of the New Affordable Housing Initiative	\$204,035
Description Administer the New Affordable Housing Initiative Program which provides support services to low income Caymanian families.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of applications processed - Number of site visits - Number of client meetings/interview - Number of project development meetings - Number of "Home Buyer Educational Counseling" classes	150-200 150-200 150-200 35-50 2	150-200 35--50 150-200 150--200 2
Quality - Applications process according to approve guidelines - Site visits conducted by qualified personnel - Development approval recorded in minutes and distributed to qualified persons - HBEC classes conducted by qualified personnel	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Timeliness - Maximum of three days for processing of applications - Maximum of two site visit reports completed quarterly - Maximum of five days for distribution of minutes - Maximum of two days for reports on class conducted	95-100% 95-100% 100% 95-100%	95-100% 95-100% 100% 95-100%
Location 118 Dorcy Drive, Grand Cayman	100%	100%
Cost	\$204,035	\$191,000
Related Broad Outcome: 3.A More Secure Community		

NRA 5	Planning and Development of New Public Roads	\$400,000
Description - Provision of medium to long term plans for road development in keeping with Government's efforts to develop a long-term transportation plan and to identify and seek approval for funding of projects necessary for improving the public road network. - Project management services for the planning analysis and design of road related works for future construction. Services include the use, where appropriate, of a direct labour organization and the delivery of the following activities using in-house or private sector resources as defined in future service level agreements: - o Road Corridor Planning - o Land surveying services - o Detailed design drawings and cost estimates - o Working/construction drawings - o Tendering and award of contracts - o Project management and delivery of project reports/studies		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Annual traffic survey report - Short Term Roads Development Plan - Long Term Road Corridor Map (Roads Law, Sect. 26) - Corridor and access management guidelines - Number of projects or phases of projects being implemented - Number of projects or phases of projects completed and handed over - Number of land surveys	1 1 1 1 4 4 30	1 1 1 1 4 4 15
Quality - Clearly define scope of projects, with realistic cost estimates and timeframes - Prepared by appropriately qualified persons and reviewed internally for accuracy - Completed projects or stages of projects conforms to specifications, budget and programme - Projects meet all applicable standards and codes	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Percentage of projects completed in accordance with the approved provisions of the capital expenditure program for Road Executive Assets - Short Term Roads Development Plan updated annually timeframe agreed at outset	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$400,000	\$100,000
Related Broad Outcome: 5.Modern, Smart Infrastructure		

NRA 6	Grand Cayman District Roads Programme	\$500,000
Description - Materials, labour, and equipment for construction plus project management services for maintenance activities relating to the systematic rehabilitation and maintenance of local public roads and rights of way under regular public use. Local road projects are categorised by electoral district and prioritised based on Pavement Condition Index (PCI) determined by NRA and by political expediency and the level of available funding. - The road network consists of: 13.7 miles of arterial roads, 88.7 miles of collector roads, 78.7 miles of public residential roads, and 120.3 miles of private residential roads for a total of 301.4 miles of road.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Planned Maintenance and rehabilitation activities carried out on the road network as follows: <u>District</u> - Miles of secondary and local roads in George Town - Miles of secondary and local roads in WestBay - Miles of secondary and local roads in BoddenTown - Miles of secondary and local roads in Northside - Miles of secondary and local roads in East End	6.0 miles 3.0 miles 2.5 miles 0.5 miles <u>0.5 miles</u> 12.5	6.0 miles 3.0 miles 2.5 miles 0.5 miles <u>0.5 miles</u> 12.5
Quality - Repair of pavement condition on all roads must be to the NRA's established standards of drivable roads. - Target Pavement Condition Index (PCI) for secondary roads achieved	100% 100%	100% 100%
Timeliness Amount of roads improvements completed within the budget year/agreed timeframe	100%	100%
Location Cayman Islands	100%	100%
Cost	\$500,000	\$2,000,000
Related Broad Outcome: 5.Modern, Smart Infrastructure		

NRA 7	Policy Advice	\$10,000
Description Provision of policy advice to the Ministry on all matters relating to roads.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Responses to parliamentary questions - Monthly management reports - Meetings and routine enquiries or requests from the Chief Officer	1 12 40-50	1 12 40-50
Quality Advice prepared by appropriately qualified persons with due professional care and subject to internal peer review	100%	100%
Timeliness - Regular requests for advice within timeframe agreed or within 10 days - Urgent requests for advice within timeframe agreed or within five days	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$10,000	\$10,000
Related Broad Outcome: 5.Modern, Smart Infrastructure		

NRA 8	Storm Water Management and Mitigation of Tidal Inundation	\$100,000
Description Examine and develop, from a detailed engineering and hydrologic perspective, site-specific solutions for areas on Grand Cayman that are subject to unacceptable flooding conditions during moderate to heavy rainfall events.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of reports outlining engineering-based solutions for flood prone areas	1	1
Quality Study and report prepared by appropriately qualified persons with due professional care. Solution is to include realistic cost estimate and implementation timeframes, subject to internal peer review	100%	100%
Timeliness Project provided within time frame agreed at outset	100%	100%
Location Grand Cayman	100%	100%
Cost	\$100,000	\$100,000
Related Broad Outcome: 5.Modern, Smart Infrastructure		

NRA 9	Routine Maintenance OF Public Roads	\$1,270,000
Description - Materials, labour, and equipment for construction plus project management services related to the general maintenance and upkeep of public roadways including:bush cutting, drainage systems, signage, barricades, traffic signals, speed humps, pavement markings, etc. - The road network consists of: 13.7 miles of arterial roads, 88.7 miles of collector roads, 78.7 miles of public residential roads, and 120.3 miles of private residential roads for a total of 301.4 miles of road.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Existing drainwell Maintenance (cleaning/clearing and redrilling) 135 - New drainwell Installations 10 - Road verge cutting and maintenance (lane-miles of roadway approximately = miles of public road x 2.2lanes x2cuts) 800 miles - Road marking maintenance (material tonnage) 30 tons - Number of road signs maintained ~1000 - Number of traffic signals maintained 7 - Guardrail & other safety barrier & roadway safety systems (ln.ft) 1000 ln ft - Customer service requests & work order processing 500 - Pothole patching (tons of hotmix used) 700 tons		
Quality - Drainage wells and other drainage installations repaired to functional status 90-95% - Road shoulders cleared; sight distance maintained; and roadway obstructions removed. 70% - Road markings and signage highly visible during daytime and nighttime. 90% - Traffic signals functioning normally 24 hours a day 100% - Potholes patched and satisfactory roadway ride quality maintained. 90%		
Timeliness Works provided within time frame agreed at outset 100%		
Location Cayman Islands	100%	100%
Cost	\$1,270,000	\$3,220,000
Related Broad Outcome: 5.Modern, Smart Infrastructure		

NRA 10	Government Street Lighting Programme	\$1,500,000
Description Management of Government street lighting programme		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of lights on the public road network.	~6,000	~5,200
Quality Percentage of streetlights that are functioning at any one time.	90-95%	95%
Timeliness Repairs to existing lights plus new light installations provided within time frame agreed at outset	100%	100%
Location Cayman Islands	100%	100%
Cost	\$1,500,000	\$1,500,000
Related Broad Outcome: 5.Modern, Smart Infrastructure		

NRA 11	Pavement Management and Other Roads Asset Management Programs	\$70,000
Description Project management and administrative services related to annual survey and update of NRA road assets. These include annual survey of road pavement conditions; survey and recording of the conditions of roadway signage and markings, drainwells and drainage systems; guardrail systems, speed humps, etc.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Annual pavement conditions survey and report - Annual inventory and report on roads assets such as signs, drains, culverts, guardrail, speed humps, etc	1 1	1 1
Quality - Pavement Management system database (MicroPaver ®) maintained with current and accurate data relating to the condition of pavements in the Grand Cayman road network - Asset management database (Cartegraph ®) maintained with current and accurate data relating to the condition status of road related assets (signs, wells, etc).	90-95% 90-95%	90-95% 90-95%
Timeliness Works provided within time frame agreed at outset	100%	100%
Location Cayman Islands	100%	100%
Cost	\$70,000	\$70,000
Related Broad Outcome: 5.Modern, Smart Infrastructure		

OUTPUT SUPPLIER: CAYMAN ISLAND HUMANE SOCIETY

NGS 24	Spaying and Neutering of Dogs and Cats	\$18,600
Description Provide the community with low cost/financially assisted spay/neuter of local companion animals (dogs and cats)		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of dogs/cats spayed or neutered	1,050	1,050
Quality All procedures will be supervised by trained professionals to ensure treatment is done in a humane manner.	100%	100%
Timeliness Throughout the period. A report will be submitted one week after the end of each quarter.	100%	100%
Location The Cayman Islands Humane Society –153 North Sound Road	100%	100%
Cost	\$18,600	\$18,000

OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

OUTPUT SUPPLIER: MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

FSC 7	An Internationally Competitive Financial Services Industry	\$2,232,713
Description A policy-driven legislative framework that enables financial services providers to satisfy client demand and create new opportunities for industry growth.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Primary Legislation supporting the areas of responsibility for the Ministry. Amendments and new legislation supported by an industry consultation process, and competitor analysis arising from research and attendance at various meetings and events. - Hours spent on policy and legislative reports and papers	25 – 35 5,000 – 6,000	N/A N/A
Quality - Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information. - Policy advice includes all relevant information and designed to deliver efficient and effective responses	100% 100%	N/A N/A
Timeliness Dictated by Cabinet and the Legislative Assembly.	100%	N/A
Location Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.	100%	N/A
Cost	\$2,232,713	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
(Group comprises ABS output: FSA 2, FSS 3, TIA6)		

FSC 8	A Business Climate Conducive to Local Commerce	\$325,639
Description Provision of technical assistance to entrepreneurs and small business owners; delivered through seminars, workshops, as well as one-on-one confidential business counseling. A policy-driven legislative framework that enables local businesses to satisfy customer demand and create new opportunities for growth and development of the Cayman economy.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Small business workshops - Hours spent providing individualised, confidential business counseling - Small business conference showcasing SMEs in the local market. - Hours spent on Legislation supporting local Commerce. Amendments and new legislation supported by an industry consultation process	8 – 12 800 – 1,200 1 600 – 650	N/A
Quality - All services provided according to published service standards by trained staff or expert outside advisors. - Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information.	100% 100%	N/A
Timeliness - Services delivered with consideration for the time constraints often faced by small and micro business owners. - Consultation conducted according to agreed timeframes.	100% 100%	N/A
Location Services are delivered within the Cayman Islands.	100%	N/A
Cost	\$325,639	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure		
<i>(Group comprises ABS output: DCI 5, DCI 10)</i>		

FSC 9	A Jurisdictional Reputation that Attracts Appropriate Business / Investment	\$368,223
Description The generation of foreign investment interest in the Cayman Islands through direct contact with foreign investors in target markets. The provision of information on the jurisdiction so that it is available in target markets and is of relevance in raising awareness of opportunities to invest / conduct business in the Cayman Islands.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Information collateral. - Build market and competitor intelligence through benchmarking / research exercises - Collaboration and participation with industry on events and conferences	1 – 2 1 1 – 4	N/A
Quality - Professional, courteous communication that addresses concerns and questions posed by foreign investors. - All activities will be well-researched and with a strategy / business case in place before proceeding.	100% 100%	N/A
Timeliness - Interaction with investors to meet expectations. - Arrangements for conferences and events made ahead according to logistical schedule.	100% 100%	N/A
Location Services are delivered within the Cayman Islands as well as specified target markets.	100%	
Cost	\$368,223	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure		
<i>(Group comprises ABS output: DCI 4, DCI 11, MCU 2)</i>		

FSC 10	A Robust, Efficient Regime for the Registration of Corporate and Vital Information, and the Licensing of Businesses	\$2,511,143
Description • Issuance of licences for the conduct of local business activity in specific sectors according to relevant legislation. This includes Trade and Business Licenses, Local Company (Control) Licenses, Special Economic Zone Licenses, Liquor and Music and Dance Licenses, Tobacco Permits. • Processing of registration applications in a number of corporate and vital information registers. This includes registration of births, deaths, marriages, companies, partnerships, trusts, patents & trademarks.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of applications renewed/granted • Number of registrations • Number of certificates issued	5,080 – 5,920 12,620 – 14,240 68,500 – 79,500	N/A
Quality • All applications processed in accordance with standards and requirements as outlined in the relevant law. • All registrations processed in accordance with standards and requirements as outlined in the relevant law.	100% 100%	N/A
Timeliness • Licence application decisions communicated within time period specified in law or as set out in published policy. • Registrations completed within time period specified in law or as set out in published policy.	100% 100%	N/A
Location • Services are delivered within the Cayman Islands.	100%	
Cost	\$2,511,143	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises ABS output: DCI 9, REG 16)</i>		

FSC 11	Fair Competition in Domestic Commercial activity	\$278,753
Description Enforcement of local licensing laws which fall under the authority of the Department. Maintenance of an enforcement regime will entail a variety of activities undertaken by the department, sometimes in collaboration with other government agencies. These activities include, but are not limited to: surveillance operations, investigations, and background checks on individuals. The use of information contained on the various registers can be of importance in criminal investigations as well as for use by local industry regulators.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Hours spent on enforcement / compliance activities. - Provision of assistance with requests relating to criminal or regulatory investigations.	1,500 – 2,500 120 – 180	N/A
Quality - Activities conducted by appropriately trained staff. - Information provided in the agreed format.	100% 100%	N/A
Timeliness - Compliance checks conducted on a routine basis; or investigation started within 5 business days of receipt of a complaint. - Information provided within an agreed timeframe.	100% 100%	N/A
Location Services are delivered within the Cayman Islands.	100%	
Cost	\$278,753	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises ABS output: DCI 12, REG 17)</i>		

FSC 12	Ministry Strategy, Communications and Operations Support	\$1,290,465
Description Support to the Minister in the execution of his duties; development and execution of strategies to achieve stated goals and objectives, and the coordination of necessary activities of the agencies under the Ministry. Compliance with requirements and responsibilities stated in law. Development and execution of communications strategies in support of stated goals and objectives. - This comprises several categories of activities related to Ministerial services, including the production of Cabinet Papers, Responses to Parliamentary Questions, Speeches, Briefing Notes, and draft correspondence, all provided on request by the Minister. - Further activities relate to statutory obligations, such as the production of budget documents, responses to FOI requests, and the maintenance of a variety of records.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Development and execution of a business plan to facilitate the policy direction of the Minister for Financial Services, Commerce and Environment. - Maintenance of a communication plan for each agency within the Ministry	1 5 – 6	N/A
Quality - All documents produced for the Minister will be factual, error-free, based on consultation where appropriate, and according to applicable templates - Other activities will be produced in accordance with relevant legislation at a level that is above average for other civil service entities. - All plans to include measurement and indicators to demonstrate success	100% 100% 100%	N/A
Timeliness - Ministerial documents produced according to given timelines - Other documents produced according to statutory timelines. - Draft plans provided to coincide with Annual Budget submissions; plans updated and maintained throughout the year as circumstances dictate.	100% 100% 100%	N/A
Location Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.	100%	
Cost	\$1,290,465	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises ABS output: FSA 1, MCU 1)</i>		

FSC 13	Environmental Services and Research	\$2,661,492
Description - Provide scientific reviews, management recommendations and policy advice to the Ministry on a variety of environmental subjects including but not limited to the following: Establishment of a comprehensive sustainable development strategy, Climate Change Adaptation and Mitigation, the Cayman Islands Marine Parks, Animal Sanctuaries, other protected areas and the implementation of Multilateral Environmental Agreements (MEA), including review and updating of local environmental legislation. - Provision of conservation enforcement and search and rescue services including: scientific research, monitoring and assessment services of the marine and terrestrial natural resources of the Cayman Islands. Services include:		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of policy papers/reports/recommendations prepared - Number of days patrolling - Number of monitoring programmes - Number of research programmes	10 – 20 360 5 – 10 4 – 8	N/A
Quality - All reports will be based on a thorough understanding of the environmental issues and consensus advice received from the Department of Environment(DOE) Technical Review Committee - Number of days patrolled as a percentage of total possible patrol days - Research and Monitoring programs will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands	100% 95% 100%	N/A
Timeliness - All reports prepared within agreed time frames - Patrols conducted daily as scheduled. - All Research and monitoring programs completed within designated or agreed time schedules	100% 95% 100%	
Location Services are delivered within the Cayman Islands.	100%	
Cost	\$2,661,492	\$0
Related Broad Outcomes - A Strong, Thriving and Increasingly Diverse Economy - A More Efficient, Accessible and Affordable Public Service - Modern, Smart Infrastructure - A Culture of Good Governance - Conservation of our Biological Diversity and Ecologically Sustainable Development		
<i>(Group comprises ABS output: ENV 13, ENV 14, ENV 15, ENV 16, ENV 17, ENV 18, ENV 19, ENV 20, ENV 21)</i>		

OUTPUT SUPPLIER: AUDIT OVERSIGHT AUTHORITY

AOA 1	Audit Oversight	\$315,000
Description The function of the Authority is to regulate and supervise auditors who audit accounts of market traded companies (Recognized Auditors). To do so the Authority subjects Recognized Auditors to its systems of oversight, quality assurance, investigation and penalties.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours engaged in regulatory activity	1,500 – 1,800	1,600
Quality All activities to be performed in accordance with statutory obligations by suitably qualified and experienced personnel.	100%	100%
Timeliness All activities to be provided within requested timeframe	100%	100%
Location Services are delivered within the Cayman Islands.	100%	100%
Cost	\$315,000	\$340,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 8. A Culture of Good Governance		
<i>(Group comprises Purchase Agreement output: AOA 1)</i>		

OUTPUT SUPPLIER: MARITIME AUTHORITY OF THE CAYMAN ISLANDS (MACI)

CMA 3	Registration of Marine Vessels, Advice and Assistance	\$223,567
Description Provide services to local and international clients to register a marine vessel, advice and assistance to all registered owners: • Register vessels in the Cayman Islands in accordance with Cayman Islands Merchant Shipping Law; • Registration of commercial and pleasure vessels; • Collection of ship registration fees on behalf of the Cayman Islands Government.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of Registrations for Commercial vessels and pleasure yachts	198	46
Quality • Ensure vessels meet Cayman Islands Merchant Shipping Laws while registered • Ensure owners meet the requirements of the law	100% 100%	100% 100%
Timeliness • Completion of registration with 48 hours of receipt of all required documentation	100%	100%
Location • Services are delivered within the Cayman Islands, United Kingdom, Greece, Netherlands and Japan	100%	100%
Cost	\$223,567	\$45,264
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises Purchase Agreement output: SHP 3)</i>		

CMA 5	Long Range Identification and Tracking of Ships	\$85,000
Description Provide long range identification and tracking of ships in line with the International standards due to amendments (2008) to the SOLAS Convention: Require ships to automatically transmit four position reports per day which will be available to the Cayman Islands and to other States when the ship is within 1,000 nautical miles of their coastline.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of Ships registered (vessels over 300 gross tonnage on international voyages)	572 – 625	N/A
Quality - Ensure the Cayman Islands continue to meet the obligations under the SOLAS Convention - To facilitate the exchange of information on ships' positions	100% 100%	N/A
Timeliness Continuous – 24/7	100%	N/A
Location Services are delivered within the Cayman Islands and United Kingdom	100%	
Cost	\$85,000	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises Purchase Agreement output: SHP 5)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK (CIDB)

DVB 1	Administration of Lending for Human Resource Development	\$127,132
Description Administration of human resource lending activities involving: - A programme of direct lending for human resource development at the tertiary level and for vocational training - A government guaranteed student loan scheme funded by leading local commercial banks		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Direct Lending: - Number of enquiries responded to - Number of loans processed - Number of new loans approved - Number of counseling session - Student Loans: - Number of performance reports	75 – 90 35 – 50 30 – 40 10 – 20 4	80 40 30 20 4
Quality - Minimum percentage of customers expressing satisfaction with service when surveyed - Percentage of accuracy and relevance of reports as determined via internal peer review - Percent accuracy and relevance of reports as determined by internal peer review	90 – 100% 90 – 100% 90 – 100%	100% 100% 100%
Timeliness - Maximum turn-around time of two working days between receipt of all application particulars and the approval of loan - Maximum time of 15 days between end of quarter and submission of reports	80 – 100% 80 – 100%	100% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$127,132	\$127,132
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CIB 1, CIB 4)</i>		

DVB 2	Administration of Lending for Micro and Small Businesses Development	\$156,025
Description Administer a programme of direct lending for micro and small business development by: - providing a counseling and information service - appraising loans considered for financing		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of enquiries responded to - Number of projects appraised - Number of new loans approved - Number of on-site technical assistance - Number of counseling sessions - Number of loans under special debt service arrangements - Number of loans under litigation - Number of performance reports	50 – 100 10 – 20 5 – 10 10 – 20 10 – 20 20 – 30 15 – 20 4	125 - 165 20 - 30 15 - 22 20 - 32 30 - 50 20 - 30 15 - 20 4
Quality - Minimum percent of customers expressing satisfaction with service when surveyed - Percent accuracy and relevance of reports as determined by internal peer review - Percent of borrowers over 90 days in arrears - Percent value of loan portfolio over 90 days in arrears - Percent of loan portfolio written off annually	90 – 100% 90 – 100% 60 – 65% 60 – 70% 0 – 2%	90 – 100% 90 – 100% 90 – 100% 60 – 70% 0 – 2%
Timeliness - Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loan - Maximum time of 15 days between end of quarter and submission of reports	80 – 100% 80 – 100%	80 – 100% 80 – 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$156,025	\$156,025
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CIB 2)</i>		

DVB 3	Administration of Mortgage Lending	\$243,160
Description Administer a mortgage finance programme including direct lending and support services to assist - low-to-middle income Caymanians in owning their own homes - owners of substandard housing in improving their housing accommodation Administer, as Executing Agent for the Government, a government guaranteed home mortgage scheme funded by leading local commercial banks.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of enquiries responded to - Number of projects appraised - Number of new loans approved - Number of site visits - Number of counseling sessions - Number of loans under special debt service arrangements - Number of loans under litigation - Number of performance reports	60 - 80 5 - 10 5 - 10 10 - 15 20 - 35 20 - 30 5 - 10 4	60 - 80 35 - 50 30 - 45 15 - 30 20 - 35 10 - 20 4 - 7 4
Quality - Minimum percent of customers expressing satisfaction with service when surveyed - Percent accuracy and relevance of reports as determined by internal peer review - Percent of borrowers over 90 days in arrears - Percent value of loan portfolio over 90 days in arrears - Percent of loan portfolio written off annually	90 – 100% 90 – 100% 30 – 40% 30 – 40% 1 – 2%	90 – 100% 90 – 100% 90 – 100%
Timeliness - Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loan - Maximum time of 15 days between end of quarter and submission of reports	80 – 100% 80 – 100%	80 – 100% 80 – 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$243,160	\$254,267
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CIB 3, CIB 5)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS MONETARY AUTHORITY (CIMA)

MOA 6	Regulation of the Cayman Islands Currency	\$1,400,000
Description Regulation of the Cayman Islands Currency, in accordance with Monetary Authority Law, involving the issue and redemption of currency notes and coins		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Currency transactions conducted once per week with institutions - Number of banknotes sorting sessions - Number of banknotes destruction sessions - Number of banknote and Coin re-orders	50 – 60 125 – 135 15 – 20 2 – 4	53 130 17 2
Quality - All procedures necessary for issuance and redemption of currency are carried out in accordance with internal policies and verified by management. - Sorting – Carried out by a minimum of 2 Currency Officers with any discrepancies verified by Management in accordance with internal policies and the Indemnity Agreement with the banks. - Destruction – Carried out by at least 2 Currency Officers in the presence of at least 2 external parties who sign off on the minutes detailing the happenings of each session.	100% 100% 100%	100% 100% 100%
Timeliness - Issuance and redemption of notes once per week. - Sorting conducted at least an average of 2 per week - Banknotes Destruction 1 per month	100% 100% 100%	100% 100% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$1,400,000	\$1,400,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: MON 6)		

MOA 8	Collection of Fees	\$300,000
Description Collection of fees on behalf of the Cayman Islands Government as set out in the Regulatory Laws and Regulations. Reporting and analysis on actual and projected fees.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of payment entries processed - Number of fee reminders sent - Number of refunds processed - Number of reports produced	30,000 – 45,000 750 – 800 75 – 125 3 – 5	38,837 748 115 1
Quality - All fee payments and bank deposits are processed in accordance with internal policies and verified by Management. - The information related to the deposited fees is entered in the Government's accounting system according to the established procedures. - Reports are compiled by knowledgeable and professional personnel, to ensure that quality standards are met	100% 100% 100%	100% 100% 100%
Timeliness - Deposits are prepared and lodged with the bank within the same day - Send out fee reminder notices and outstanding fees annually and in accordance with established procedures - Reports are prepared in accordance with reporting timelines and as agreed and required	100% 100% 100%	100% 100% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$300,000	\$300,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: MON 8)</i>		

MOA 12	Regulation of the Financial Services Industry	\$6,310,000
Description To regulate and supervise financial services business carried on, in or from within the Islands in accordance with the Regulatory Laws, namely: The Bank and Trust Companies Law The Insurance Law The Mutual Funds Law Cooperative Societies Law Development Bank Law The Companies Management Law The Money Services Law The Securities Investment Business Law Building Societies Law - To perform any other regulatory or supervisory duties that may be imposed on the Authority by any other law. - To create and maintain a high quality and effective regulatory environment to attract users and providers of financial services. - To monitor compliance with Money Laundering Regulations		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of applications for new licenses/registrations or cancellations processed - Number of industry queries and other prudential matters processed - Number of incoming/outgoing ORAs (overseas request for assistance) matters processed - Number of statistical returns of licensees and registrants processed - Number of financial statements and returns collected and processed	3,600 – 4,200 8,000 – 10,000 150 – 200 1,400 – 1,600 10,000 – 12,000	3,950 N/A N/A 1,543 11,508
Quality - Licensing and supervisory matters approved timely and with little or no industry complaints - Statistical returns processed in accordance with guidelines - Regulatory functions and advice are carried out in accordance with applicable legislation, CIMA rules, statement of guidance, policies, procedures and Board directives	90 - 100% 90 - 100% 100%	95% 95% 100%
Timeliness - Process applications for new licensees/registrants or cancellations within 6 weeks - Process incoming/outgoing ORA's, industry queries and other prudential matters within 6 weeks - Statistics processed according to established schedules - Analyse financial statements and returns filed with CIMA within 6 months of receipt	80 - 100% 90 - 100% 100% 95 – 100%	95% 100% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$6,310,000	\$11,310,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: MON 12)</i>		

MOA 13	Assistance to Overseas Regulatory Authorities	\$980,000
Description Provision of assistance to Overseas Regulatory Authorities in accordance with the Monetary Authority Law.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of requests for assistance processed - Number of Memoranda of Understanding negotiated - Number of meetings - Attend, represent or present CIMA's position to external bodies and overseas groups on Co-operative functions - Number of Court Proceedings attend and/or conducted	175 – 225 10 – 15 2 – 4 15 – 20	236 7 1 13
Quality Co-operative functions are carried out in accordance with Monetary Authority Law and relevant procedure manuals developed by the Authority and published as part of its Handbook	95 - 100%	95%
Timeliness - Complete initial request for assistance form within 1 to 3 days of receiving the request from the overseas regulatory authority. - Provide information requested by overseas regulatory authority within 8 to 10 weeks of receiving the request. - Attend meetings/proceedings within the agreed time frame	95 - 100% 95 - 100% 100%	95% 95% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$980,000	\$980,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy <i>(Group comprises Purchase Agreement output: MON 13)</i>		

MOA 14	Policy Advice and Ministerial Services	\$875,000
Description - Provision of advice to Cabinet on: - matters with regard to: - the regulatory functions and the co-operative function being consistent with functions discharged by an overseas regulatory authority; - the regulatory laws being consistent with the laws and regulations of countries and territories outside the Islands; and - the recommendations of international organizations. - Implementation of Cayman Islands Statutory requirements. - Policy and economic issues regarding Financial Services affecting the Cayman Islands - Preparation of Cabinet papers/notes/briefings; drafting of new and amending Financial Services Industry legislation. - Attendance at and Cayman Islands input to international fora		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Cabinet papers/notes/briefings - Legislative Proposals (Laws and Regulations) - Meetings attended and participated in, at the request of Cabinet - Number of international fora, participated in and attended - Provide technical advice and support to the Minister and other Government Agencies - Freedom of Information operations	8 – 12 15 – 20 10 – 15 5 – 10 15 – 20 5 – 10	10 16 13 3 26 10
Quality - Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors - Cabinet papers, notes, and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by the MD and CIMA Board of Directors - Policy position determined after appropriate consultation (CIMA, Industry, Cabinet etc) and Cayman Islands position then presented to the relevant forum through Cayman delegation at meetings - Rules and SOGS submitted to Cabinet, posted to web-site, gazetted and notification provided to private sector.	95 - 100% 95 - 100% 95 - 100% 95 - 100%	95% 98% 95% 95%
Timeliness - Legislative proposals, Cabinet papers, notes, briefings submitted to Cabinet by target date - Policies and Agreements reviewed and updated as the need arises - Information submitted within timeframes agreed by parties involved	90 - 100% 90 - 100% 90 - 100%	95% 95% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$875,000	\$875,000
Related Broad Outcomes		
1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: MON 14)		

NGS 74	Preservation of Natural Environments and Places of Historic Significance	\$470,000
Description - Administration of programmes to protect and conserve environmentally and historically sensitive sites and species. - Strategic management and administration to successfully recruit, solicit and apply resources from the private and non-government sectors to further environmental conservation and historic preservation. - Programmes and projects whilst working with other respective Government ministries, departments and agencies in order to maximize the available resources and the benefit to the people of the Cayman Islands.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Acres of environmental property protected, managed and supported - Number of historic sites protected, managed and supported - Number of public information centres open - Number of public recreational facilities maintained - Number of flagship species conservation programmes - Number of public education events - Number of reports to government and membership	3,150 11 3 5 2 60 10	2,900 12 4 5 2 60 6
Quality - Preservation complies with established guidelines - Visitors centres open as sources of information to the public at convenient locations and times - Annual reports prepared in accordance with the National Trust Law 1987 (1997 revision)	100% 100% 100%	100% 100% 100%
Timeliness - Ongoing - Published annual report and audited financial statements to be prepared no later than December 31, 2014	100% 100%	100% 100%
Location Services are delivered within the Cayman Islands		
Cost	\$470,000	\$214,089
Related Broad Outcomes 8. A Culture of Good Governance 10. Conservation of our Biological Diversity and Ecologically Sustainable Development		
<i>(Group comprises Purchase Agreement output: NAT 1)</i>		

OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF FINANCE AND ECONOMIC DEVELOPMENT

OUTPUT SUPPLIER: MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

FED 1	Policy Advice and Ministerial Services	\$1,792,159
Description Provision of policy advice and support to the Minister of Finance on matters relating to the following: - Budgetary and revenue issues - Customs related matters - Capital investments - Risk Management issues - Matters relating to Government finances - Financial reform - Economic issues		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of cabinet papers, cabinet notes, speeches, speaking notes, pieces of advice/papers, briefings, policy papers, reports and responses to parliamentary questions. - Number of hours available to provide briefings, speeches, speaking notes, policy advice, verbal advice, parliamentary questions and other ministerial servicing. - Number of Economic updates and forecasts - Number of insurance policies managed - Number of meetings organized and attended.	58-73 2500-3200 6 16-20 12-15	79 12,168 42 19 8
Quality - All reports will be subject to managerial and peer review and will be signed off by senior management - Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel - Representations at meeting/briefings by knowledgeable and professional personnel - Reviewed for compliance with the Development and Planning Laws (2005 Revisions) and Regulations (2008 Revisions), Central Planning Authority policies and vetted through internal review processes , where applicable	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - All will be delivered by agreed target dates - Attendance at meetings within time frame agreed - Participants are present for meetings	100% 100% 100%	100% 100% 100%
Location Grand Cayman and overseas	100%	100%
Cost	\$1,792,159	\$1,247,419
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: ESO 9, ESO 10, FIN 12, RSK 6, TSY 33, TSY 34)		

FED 2	Governance and Administrative Services	\$256,871
Description Provision of governance and administrative services to the following statutory authorities, boards and committees: • Water Authority • Asset Sharing Review Committee • Public Service Pensions Board • National Drug Council • Cayman Airways • Port Authority Board • Cayman Islands Airport Authority • Hotels Aid licensing Board • Cayman Islands Development Bank • Cayman Airways Ltd • Tourism Attractions Board • Cayman Islands Airports Authority • Civil Aviation Authority • Audit Oversight Authority • Cayman Turtle Farm • National Hurricane Committee • Central Tenders Committee • Scholarship Review Committee • Records Advisory Committee • National Pensions Office • Liquor Licensing Board • National Roads Authority • Investment Bureau • Public Transport Board • Cayman Islands Monetary Authority • Cayman Islands Stock Exchange		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of meetings attended.	393-525	556
Quality • Representations at meetings by knowledgeable and professional personnel • Agendas and minutes accurately reflect Board decisions	100% 100%	100% 100%
Timeliness • Attendance at meetings within time frame agreed	100%	100%
Location Grand Cayman	100%	100%
Cost	\$256,871	\$214,112
Related Broad Outcomes 3. A More Secure Community		
<i>(Group comprises ABS outputs: (CUS 17, FIN 13, TSY 35)</i>		

FED 3	Collection of Coercive Revenue	\$3,530,478
Description Collection of coercive revenues on the following: • Import Duty • Package Tax • Customs Fines • Procedural Fines • Bonded Warehouse • Debit transaction fees • Tourist Accommodation Tax (TAT) • Timeshare Tax (TST) • Tourist Accommodation License Fees • Environmental Protection Fund Fees for airlines and cruise ships • Cruise Ship Departure Charges • Review records of tourist resorts to ensure that the revenue submitted to the department is in compliance with the Tourism Law, and Tourist Accommodation Taxation (TAT) Law • Collection of executive revenue including the processing of annual fees for Companies, Partnerships, Trusts, Patents and Trademarks and filing annual returns for Companies.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of Duty or Revenue items Processed • Number of receipts produced • Number of invoices to cruise and airlines	80,370 – 100,490 1035-1213 250-300	62,282 2,932 398
Quality • All TAT and TST due for the months of July 2010 to June 2011 is collected according to Tourism Law • License fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals • Revenue submission to be in compliance with the relevant laws and policies • Revenue collected as a legislative requirement	95-100% 95-100% 95-100% 100%	100% 100% 100% 100%
Timeliness • Collect tourist accommodation and timeshare tax on or by the 28th of each month, following the month in which accommodation was provided • Collect tourist accommodation license fees upon the application for a license or renewal • Revenue from fees to be submitted to the bank on a daily basis • Annual fees and Returns to be processed within two weeks of receipt	95-100% 95-100% 95-100% 98%	100% 100% 100% 98%
Location Cayman Islands	100%	100%
Cost	\$3,530,478	\$2,337,192
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: : (CUS 14, TSY 41)		

FED 4	Preparation and Publication of Statistical Reports	\$1,279,091
Description Publication of statistical reports, which include: • Social and economic statistics • Survey services • Distribution and sale of general statistical information • Details of development applications for the economic analysis by the public and private sectors		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of Reports	71	60
Quality • All reports to be reviewed by Director before publication • Internal review and data quality assurance measures applied	100% 100%	100% 100%
Timeliness • Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year • Quarterly reports to be completed and submitted to Cabinet within the following quarter • Household and Business Register updates to be completed three weeks before the start of the field work for which they are used • Quarterly reports on development submitted within five working days of quarter end	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,279,091	\$1,189,907
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: ,(ESO 7)		

FED 5	Financial Reporting and Management Services	\$4,170,646
Description Management of the financial activities of the Government, involving: • Monitoring and management of the Government's Bank accounts and cash funds • Management of debt repayment and loans made • Financial reporting and forecast for whole of Government • Internal auditing and review services • Defunct companies trust • Management of centralized accounting information system • Recovering outstanding debts on behalf of Cabinet • Revenue Forecasting		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of self-financing, public debt, Loans-Made, debt recovery, investment, trust assets and bank accounts managed. • Number of Financial statement, Forecasts, bank reconciliation and reports reviewed and/or produced • Number cheques processed • Number of hours updating procedure manuals, providing training and support and providing advice and assistance	1698-1855 1352-1472 1238-1438 1700-1800	2,078 1,367 1,713 1,484
Quality • Training and IRIS Functionality to be consistent with the requirements of the Public Management and Finance Law (2005 Revision) • Audits will be completed in accordance with the Internal Auditing unit methodology as specified in the Unit policies and procedures manual • Loans are managed in accordance with conditions laid out in the relevant bank loan agreements • Bank reconciliation statements reviewed by supervisor and approved by manager • Trust Assets to be managed in accordance with Public Management and Finance Law (2007 Revision) and the Financial Regulations	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness • Audits will be completed within agreed timeframes • Bank reconciliation to be prepared and approved by the end of the following month • Principal repayments and interest payments made by the due date • Bi-annual and annual trust assets financials to be submitted by statutory deadline • Procedures manual, training and IRIS upgrades, changes and testing to be carried out within deadline agreed with Accountant General	90% 85-100% 100% 100% 100%	90% 100% 100% 100% -
Location Grand Cayman	100%	100%
Cost	\$4,170,646	\$3,218,173
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy (Group comprises ABS outputs, (TSY 36, TSY 37, TSY 38, TSY 39, TSY 40, TSY 42, TSY 43, TSY44, TSY 45, TSY 46)		

FED 6	Processing and Inspection of Aircrafts, Vessels and Cargo	\$5,322,396
Description Processing, inspection and clearance of passengers and cargo involving: • Processing of arriving air and marine craft (both local and international) • Pre-clearance of goods • Inspection, monitoring and clearance of imported and exported cargo entries • Issuing of temporary importation permits		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of aircrafts and marine crafts processed and inspected • Number of pre-clearance processed • Number of import/export entries processed • Number of temporary importation permits per month • Number of inspections	11900-14200 2500-3500 102,500 – 123,000 20 – 50 35610-54062	16,581 3,079 129,706 93 28,367
Quality • Aircrafts and marine crafts are cleared in accordance with Customs Laws and Regulations (17 of 1990), (2007 Revision) and Customs Regulations (1998) • Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) (2007 Revision) • Pre-clearance and importation permits to be reviewed by Senior Customs Officer • Inspecting officers will be highly trained by local and regional instructors	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Aircrafts processed within 30 to 60 minutes of arrival • Cruise ship and commercial vessels processed within 15 to 30 minutes of arrival • Private vessels processed within 1 to 2 hours of arrival • Monday to Friday, 8:30 a.m. to 4:30 p.m. and Saturday, 8:30 a.m. to 12:30 p.m.	100% 100% 100% 100%	100% 100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$5,322,396	\$2,868,065
Related Broad Outcomes 3. A More Secure Community		
(Group comprises ABS outputs: CUS 10, CUS 12)		

FED 7	Identification and Investigation of Customs Offences	\$1,125,463
Description Identify arrest and investigate offenders suspected of committing offences under the Customs Law, Misuse of Drugs Law and the Firearms Law. This includes: • Profiling suspicious persons and activities • Conducting searches of persons and premises in connection with suspected offences • Collection and handling of evidence, interviewing and collecting statements from persons • Preparing material for presentation or attendance in Court • Conducting K-9 sniff searches of persons, cargo, baggage and vessels and premises		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of reports • Number of searches	12-15 376-594	11 249
Quality • Investigations are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures • Searches are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code, (2006 Revision) and other relevant laws and accepted legal procedures • Prosecution files are complete, factual and accurate	100% 100% 100%	100% 100% 100%
Timeliness • Investigations completed within six months from arrest • Prosecution files submitted to the Legal Department within three days of an arrest	100% 100%	N/A N/A
Location Grand Cayman	100%	100%
Cost	\$1,125,463	\$1,217,352
Related Broad Outcomes 3. A More Secure Community		
<i>(Group comprises ABS outputs: CUS 16)</i>		

FED 8	Patrolling of Coastal Waters by Customs	\$212,893
Description Patrol with the Police Department of coastal and territorial waters including Sister Islands to target and combat drug trafficking, prevent and detect marine conservation and safety offences, apprehend offenders and conduct search and rescue operations involving: - Regular air and sea borne patrols of coastal and territorial waters - Responding to calls of suspicious activity or for emergency assistance - Regular searches of vessels entering the territorial waters		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours spent on aerial, marine and emergency assistance	4000-5000	3,435
Quality - Patrols will be carried out in accordance with the Customs Law (17 of 1990), (2007 Revision) - Calls for emergency assistance or investigation of suspicious activities will be attended to by suitably qualified and trained officers	100%	100%
Timeliness - Emergency Patrols will be done in conjunction with the police department - Calls are responded to within 5 to 30 minutes of receiving notice	100%	100%
Location Cayman Islands	100%	100%
Cost	\$212,893	\$215,905
Related Broad Outcomes 3. A More Secure Community		
(Group comprises ABS output: CUS 15)		

FED 9	Administration and Processing of Applications	\$551,891
Description Administration and processing of applications for: • Fee and customs duty waivers • Stamp duty abatements and assessments • Government loans (civil servants personal loans and farmers/ranchers loans) • Approvals under sections 32, 80, 178 and 181 of the Companies Law (2004 Revision)		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of applications processed	800-850	1,164
Quality • Applications processed in compliance with applicable laws and Portfolio guidelines	100%	100%
Timeliness • Response provided within 5 to 8 working days of receipt of application	90%	90%
Location Grand Cayman	100%	100%
Cost	\$551,891	\$385,302
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS output: FIN 14)</i>		

FED 11	Monitoring and Reporting on the Economy	\$202,625
Description Monitoring and reporting on the economy, involving: - Quarterly and annual economic reporting - Country reports for regional and international agencies		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Reports - Economic monitoring tables/reports for regional and international agencies	4 2	4 2
Quality Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics	100%	100%
Timeliness Completed and submitted within given deadlines	100%	100%
Location Grand Cayman	100%	100%
Cost	\$202,625	\$187,483
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: ESO 8)		

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL INSURANCE COMPANY (CINICO)

CIN 1	Health Insurance for Seamen and Veterans	\$8,754,000
Description Payment of insurance premiums for Seaman & Veteran and their dependents for insurance coverage by CINICO		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Total number of persons insured - premiums fully paid by Cabinet - Total number of persons insured – premiums partially paid by Cabinet (Veterans)	1,266 19	1,273 19
Quality All eligible Seamen, Veterans and their dependents are insured who met the definition under the Health Insurance Law	98 – 100%	98%
Timeliness Insurance cards issued within 15 days of notification of eligibility	98 –100%	98%
Location Grand Cayman, Cayman Brac and Little Cayman	100%	100%
Cost \$680 (\$572 for 2012/13) per person insured per month (premiums fully paid by Cabinet) \$566 (\$458 for 2012/13) per person insured per month (Veteran premiums partially paid by Cabinet)	\$8,754,000	\$8,823,160
Related Broad Outcomes 12.Equity and Justice in a Society that Values the Contributions of all		

OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF EDUCATION, EMPLOYMENT AND GENDER AFFAIRS

OUTPUT SUPPLIER: MINISTRY OF EDUCATION, EMPLOYMENT AND GENDER AFFAIRS

EGA 1	Policy Advice, Governance and Ministerial Support Services	\$4,659,819
Description Provision of: • Policy research, development, communication, implementation and evaluation • Strategy development and management of strategic priority projects • Governance services in relation to Statutory Authorities and Government Owned Companies, University College of the Cayman Islands), for which the Minister is responsible, and also administering payments • Administrative and executive services to support the Minister		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of contributions to the Throne Speech • Information and decision-making briefs • Cabinet papers and notes • Parliamentary questions • Statements in the Legislative Assembly • Number of strategic priority projects advised on and/or managed • Number of drafting instructions prepared • Number of press releases or press briefings prepared • Number of Education Council Meetings supported • Behavior and Educational Support Teams (BEST) supported at government school sites • Number of correspondence or reports produced for the Gender Equality Tribunal • Number of training sessions and public education efforts • Number of inter-ministerial meetings, workshops, presentations, training sessions attended or hosted	1 60-80 15-20 5-15 5-8 20-25 2-6 75-85 12-16 10-14 15-25 20-30 15-25	1 80 58 0 10 22 6 49 7 14 N/A N/A N/A

Quality • Policy and advice consistent with any relevant regional or international conventions and/or best practice • Policies and strategies developed through a consultative process with key stakeholders • Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release • Cabinet papers, drafting instructions, speech notes and press releases reviewed and approved by Chief Officer or delegate prior to submission. • Services provided by appropriately experienced and qualified personnel. • Representatives on Boards, Committees, Councils and Meetings to be nominated from senior management team by Chief Officer • Purchase Agreements meet criteria established by Ministry • Safer Schools development and support provided by appropriately qualified and experienced personnel	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Timeliness • All services delivered within established schedules or as required by Minister • Cabinet Papers and speech notes delivered within established schedules or as required by Minister • Representations on Boards to be in line with agreed schedules of meetings • BEST teams operate from September 2013 – June 2014	100%	100%
	100%	100%
	100%	100%
	80-100%	80-100%
Location Cayman Islands		
Cost	\$4,659,819	\$3,881,138
Related Broad Outcome: 7: A Centre of Excellence in Education 12: Equity and Justice in a Society that Values the Contributions of all (Group comprises ABS Outputs: MEG 1, MEG 2, MEG 3, MEG 4, MEG 5)		

EGA 2	Job Placement and Employer Support Activities	\$835,418
Description Provision of services: - To improve access to employment for Caymanian job-seekers (both employed and unemployed) including: assisting Job Seekers through registering, assessing, processing, job matching, job referrals to training and attendance at Immigration Board Meetings or preparation of reports on work permit issues. - Aid employers with finding Caymanians for employment including: Processing of vacancies, review of jobs, coding of jobs, matching with job seekers, issuing of Job Waiver letters. - Improve workforce readiness, including through career guidance and counselling, work readiness assessments, training and employment initiatives - Analyse and disseminate labour market information, to include research, information to Immigration Boards and monthly Job Placement Statistics.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of training programmes and employment initiatives coordinated - Number of assessment and guidance services provided - Number of jobseekers assisted - Number of job vacancies processed - Number of projects for the maintenance/upgrade of the Job Placement Database - Number of Labour Market Reports prepared - Number of training seminars organised on use of Database (e.g. CISCO codes) - Labour Market Research Projects conducted	9 3 1,900 3,000 1 12-16 7-10 1-3	7 3 1,389 2,828 1 5 1 0
Quality - All Jobseekers assisted in accordance with established procedures - All vacancies processed in accordance with established procedures - Register of training institutions is compiled in collaboration with key stakeholders - Content of training programmes and employment initiatives approved by Chief Officer in consultation with the Director as being relevant to a particular need of the labour market - Research projects are completed in accordance with international best practice - Labour Market Reports prepared according to agreed templates or as required	100% 100% 100% 100% 100% 100%	100% 100% 50% 100% 0% 50%
Timeliness - Job seekers registered and assisted within 10 working days of initial or subsequent contact seeking employment as outlined in procedures - Response to employers seeking employees within 10 working days - Research projects are completed within project time frames - Labour Market Reports produced monthly or as required - Assessment and guidance services provided through-out the year - Maintenance of the register of training institutions are kept up to date and reviewed on a monthly basis	80-100% 100% 100% 100% 100% 100%	80% 80% 0% 50% 80% 40%
Location Cayman Islands	100%	100%
Cost	\$835,418	\$639,480
Related Broad Outcome: 2: A Work-Ready and Globally Competitive Workforce (Group comprises ABS outputs: NWD 1, NWD 2, NWD 3)		

EGA 3	Employment Regulatory Activities	\$1,050,724
Description Provision of services to administer the Labour and Pension Laws to ensure that the rights and dignity of both employers and employees are protected through: training and education programmes, dispute resolution, inspections and investigations, enforcement of non-compliance, administrative support for Labour Tribunals.		
Measures	2013/14 Budget	2012/13 Actual
Quantity		
- Number of training and education programmes conducted - Number of cases of individual disputes of rights mediated/conciliated - Number of proactive workplace inspections/investigations - Number of investigations completed - Number of cases for enforcement action prepared - Number of Delinquency reports processed - Number of advisory notes and informational reports	8-14 800-1,000 70-90 230-300 20-30 60-72 10-12	10 1,368 72 2,905 9 149 20
Quality		
- Training and education programmes are in accordance with certifying bodies and departmental guidelines - Individual disputes of rights resolved in accordance with established procedures - Inspections and investigations are in compliance with internationally accepted best practice - All investigations, cases for enforcement action and delinquency reports carried out by suitably qualified and trained staff - Matters for legal advice and cases for enforcement action are reviewed and signed off by Head of Department or designated person - Advisory notes developed in accordance with the National Pensions Law	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness		
- Training and Education programmes are delivered as scheduled - Individual disputes of rights processed within 30 calendar days - Notification to complainant of outcomes of investigation within 14 working days of completion of investigation - All investigations, cases for enforcement action and delinquency reports carried out within timeframes established by internal procedure - Advisory notes and informational reports provided within 30 days of the need being logged by the Head of Department	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Location		
Cayman Islands	100%	100%
Cost	\$1,050,724	\$1,551,137
Related Broad Outcome 2: A Work-Ready and Globally Competitive Workforce		
(Group comprises ABS outputs: DLP 1, DLP2, DLP3)		

Note: The total cost of this output is \$1,075,724. However, the revenue of \$25,000 from third parties reduces the cost to Cabinet to \$1,050,724.

EGA 4	Public Library Services	\$1,672,541
Description Provision of a central George Town library service and five Community library branches, to serve as a community destination for print and non-print resources, services and programmes to increase the visibility and awareness of the Public Library Service, whilst encouraging and promoting lifelong learning, culture and sharing the joy of reading. - Services include online access to electronic resources, access to information and Communication Technologies (ICTs), circulations, book reservation, interlibrary loans. - Programmes include: story-times, poetry readings, craft, summer reading programme, information literacy provided to schools, homework assistance and orientation programmes, information literacy, services to the homebound and elderly, workshops, and book clubs among others.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of literacy programmes delivered - Number of community/cultural programmes delivered - Number of information access/technology programmes delivered - Number of group presentations in support of library advocacy - Number of press releases related to library events organized - Number of items distributed throughout the year	250-300 10-12 15-20 5-10 15-20 40,000-50,000	215 8 68 14 17 41,220
Quality - Materials selected and programmes developed and monitored by trained staff - Advocacy presentations will be developed and delivered by professional staff - Press releases will be developed and delivered by professional staff - Reference services provided by suitably trained staff	80-100% 80-100% 100% 80-100%	100% 100% 100% 95%
Timeliness - Programmes will be prepared and delivered on a monthly basis - Press releases will be delivered within the agreed timeframe - Materials will be available for loan throughout the Library's opening hours - Library materials will be acquired quarterly	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,672,541	\$1,517,862
Related Broad Outcome: 7: A Centre of Excellence in Education (Group comprises ABS outputs: LIB 5, LIB 6)		

Note: The total cost of this output is \$1,685,041. However, the revenue of \$12,500 from third parties reduces the cost to Cabinet to \$1,672,541.

EGA 5	Primary Education Services	\$21,222,069
Description Provision of teaching and learning services for children between the age of 5 and 11 at government primary schools, including: • Delivery of the Key Stage 1 and 2 National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document • Assessment, recording and reporting of students' achievement - o Student progress and achievement reports issued with reference to National Curriculum attainment targets at least twice yearly - o Standardised testing administered to students annually to assess Reading, Language, and Mathematics skills, providing data to inform teaching and learning, to track students' progress and to report to parents. New for Yr 10/11: Students to sit Cognitive Ability Test (CAT) in Year 6. - o National curriculum subject tests in core subjects of Mathematics and English		
Measures	2013/14 Budget	2012/13 Actual
Measures Quantity • Number of primary school places provided • Number of students in primary schools • Number of national curriculum subjects taught • Number of annual standardised tests administered • Number of national student progress and achievement reports per student • Number of core curriculum subject tests administered	3,300-3,600 2,500 – 2,800 9 3 2 2	3570 2662 9 3 2 2
Quality • Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications • Student/teacher ratio 11.0 – 14.0 (Students per total teaching staff within the school) • Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency • National curriculum tests externally written, with extensive pre-testing	95-100% 95-100% 100% 100%	100% 100% 100% 100%
Timeliness • Primary education programmes to be delivered over academic year from September through June • Standardised tests and National curriculum administered in last school terms • Students progress reports to parents at least twice annually	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$21,222,069	\$17,020,687
Related Broad Outcome: 7: A Centre of Excellence in Education		
(Group comprises ABS outputs: DES 1)		

Note: The total cost of this output is \$21,398,569. However, the Revenue of \$176,500 from third parties reduces the cost to Cabinet to \$21,222,069.

EGA 6	Secondary Education Services	\$24,874,918
Description - Provision of secondary level teaching and learning services for children in Years 7 to 11 at Government Secondary schools. - Provision of a Further Education Programme for Year 12 students at the Centre for Further Education (CIFEC), with the following programme strands: - Advanced Placement (AP) Diploma programme - A vocational, career and technical programme, with a range of TVET programmes and work experience - A Foundations Programmes for re-sits of examinations - Supervision of a Dual-Entry programme, for students attending offsite educational programmes for Year 12 credit (e.g. A' Levels)		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of students - Number of national curriculum subjects taught in Key Stage 3 - Number of core subjects taught at Key Stage 4 - Number of optional subjects offered at Key stage 4 - Number of vocational, career and technical subjects offered - Number of students placed on work experience/community services placements	2100 - 2300 11 6 15-27 10-14 250-300	2090 12 6 22 13 284
Quality - Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications - National curriculum tests externally written, with extensive pre-testing	95-100% 100%	100% 100%
Timeliness - Further Education Programmes to be delivered over academic year from September through June - Student progress reports to parents at least twice annually	90-100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$24,874,918	\$18,324,732
Related Broad Outcome: 7: A Centre of Excellence in Education		
(Group comprises ABS outputs: DES 2 and 11)		

Note: The total cost of this output is \$25,134,668. However, the revenue of \$259,750 from third parties reduces the cost to Cabinet to \$24,874,918.

EGA 7	Education Services for Students with Special Needs	\$6,542,702
Description - Provision of educational and developmental services to students with disabilities within the compulsory education sector at the Lighthouse School (LHS) - Provision of alternative education services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream schools - Provision and co-ordination of assessment, identification and intervention services to students with significant barriers to learning in order to allow them to access the full range of educational opportunities - Provision of early intervention services to promote growth and development of children in the early years with significant barriers to learning		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of specialized programmes provided - Number of students participating in mainstream inclusion programme - Number of student progress reports produced per student - Students assisted individually with counselling sessions - Students assisted in speech and language therapy sessions - Students assisted in Programme for Hearing Impaired - Students assisted in Programme for Visually Impaired - Number of children served through the Early Intervention Programme	4 9-11 2 1,200-1,600 270-300 8-12 20-28 125-175	2 13 2 1604 287 7 34 149
Quality - School Inclusion services to be provided by staff with appropriate training and qualifications - Lessons provided by teachers with appropriate training and qualifications - Assessments and interventions provided by appropriately trained and qualified individuals - Early intervention assessments and interventions carried out by appropriately qualified and experienced staff	90-100% 95-100% 95-100% 100%	100% 100% 100% 100%
Timeliness - All education programmes to be delivered over academic year from September through June - Student progress reports to parents at least twice yearly - Early childhood assessment and interventions conducted in line with SEN Code of Practice - Psychological assessments provided within 60 days of approved request - Speech and language assessments provided within 60 days of approved request - Occupational therapy assessments provided within 60 days of approved request	100% 100% 100% 95-100% 90-100% 90-100%	100% 100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$6,542,702	\$5,416,740
Related Broad Outcome: 7: A Centre of Excellence in Education (Group comprises ABS outputs: DES 3, DES 4, DES 5)		

EGA 8	Facilities Maintenance and Procurement Services	\$7,065,040
Description - Provision of building management and facility maintenance services to all schools, Department of Education Services and other educational facilities, including establishing and managing maintenance needs for new high schools - Provision of key infrastructural procurement and other services to support the effective operations of schools and the education system		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of facilities maintained - Number of full inspections - Number of maintenance plans developed - Number of facilities contracts managed - Number of consolidated capital orders processed - Number of janitorial contracts administered - Number of transportation contracts administered - Number of canteen contracts managed	20 20 16-20 20-24 35-40 11-12 10 11-12	20 20 18 22 2 16 10 7
Quality - Procurement processes managed by appropriately qualified and experienced individuals - Tendering processes administered in line with Central tenders Committee (CTC) Regulations - Contracts awarded to be in line with tender specifications and any relevant legal requirements - Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel - Maintenance plans to reflect specific needs and key data for individual schools	100% 100% 100% 95-100% 100%	100% 100% 100% 100% 100%
Timeliness - Consolidated capital and overseas recurrent orders processed within 60 days of confirmation - Contracts tendered by May 2014 - Janitorial and security services provided in accordance with agreed schedule - Canteen meals provided each school day in the school year - Facilities maintenance plans to be developed by June 2014 - Facilities Inspections conducted annually in July 2013 - New contract documentation to be prepared 30 days prior to expiration of current contract	90-100% 90-100% 100% 100% 90-100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$7,065,040	\$17,489,545.48
Related Broad Outcome: 7: A Centre of Excellence in Education <i>(Comprises ABS outputs: DES 6, DES 10)</i>		

Note: The total cost of this output is \$7,131,790. However, the revenue of \$66,750 from third parties reduces the cost to abinet to \$7,065,040.

EGA 9	Training and Support for Adults with Disabilities	\$1,313,733
Description - Provision of Training Programmes for approximately 60 Adults with Disabilities to promote individual growth and independence including Life Skills, Functional Literacy, Computer Skills, Communication, Arts and Crafts and Vocational Training and Placement; - Our programmes will be facilitated and available for approximately 200 calendar days per annum; - Provision of therapeutic Services to promote the health and fitness of clients including the evaluation of performance skills, the development of treatment and fitness plans as well as the coordination and monitoring of health care.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of full-time Clients attending the Centre - Number of individual Occupational Therapy Intervention sessions - Number of Support Service Hours - Number of Monitoring and Support Client hours - Number of programme days for Clients - Number of Specialized programmes provided - Number of Client progress reports produced per Client	45-60 45-60 50-75 300-450 205 6 1	42 N/A 75 450 200 5 0
Quality - All training will be facilitated and supervised by qualified staff - All Evaluations and Assessments will be done by qualified staff - Support Services will be provided by qualified staff - Vocational training, placement, and support directed by assessment	100% 100% 100% 90-100%	100% 100% 100% N/A
Timeliness - All programmes to be delivered over the Training Year from September - July - Client progress reported at least once yearly - Programme delivery will be Monday through Friday from 8:30a.m. to 2:30p.m.	100% 100% 95-100%	100% 100% 100%
Location Sunrise Centre and Community locations as arranged		100%
Cost	\$1,313,733	\$1,005,015
Related Broad Outcome: 7: A Centre of Excellence in Education (Comprises ABS outputs: SRC 7)		

EGA 10	Education Evaluation and Support Services	\$4,618,459
Description - Strategic oversight and management of Information, Communications Technology (ICT) to 20 school sites; - Provision of services to improve the quality of and access to Early Childhood Care and Education (ECCE), in private and government settings; - The provision of services to inspect and report on educational standards in government and private schools and pre-schools, other educational provision and school related matters; - The provision of school improvement services to schools, to provide targeted challenge and support to schools, to raise standards of achievement and improve the quality of teaching and learning.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Online portals and websites supported - Support visits to ECCE setting - ECCE Professional development plan developed and implemented - Number of inspection reports on government and private schools - Number of inspection reports on government reception classes and private pre-schools - Number of School Improvement Plans advised, monitored and reported on - Number of Structured Support Plans developed and implemented for schools requiring additional support - Number of statistical reports on external exam results	9-10 80-100 1 2-3 10-15 15 3-5 1	10 290 9 1 25 15 4 N/A
Quality - ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, system administrators and qualified vendors with standardized ICT hardware and software infrastructure - Support visits conducted and documented by appropriately qualified and experienced personnel - Professional development plan and curriculum framework reflect the national priorities, as agreed by the Chief Officer - All inspections and reports will comply with EQAU quality assurance guidelines - School Improvement services delivered by professional with appropriate qualifications, training and experience - Structured support plans to be developed in consultation with key stakeholders - Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
Timeliness - ICT online services available during normal working hours - Support visits to ECCE centres conducted from September-June - Professional development plan implemented from August 13 until June 2014 - Statistical report on external examinations by September , 2013	100% 100% 100% 95-100%	95% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$4,618,459	\$4,668,845
Related Broad Outcome: 7: A Centre of Excellence in Education (Group comprises ABS outputs: MEG 6, MEG 7, MEG 8, DES 12) Note: The total cost of this output is \$4,629,959. However, the revenue of \$11,500 from third parties reduces the cost to Cabinet to \$4,618,459.		

CCO 1	Teaching of Tertiary Level, Professional and Vocational Programmes	\$3,905,980
Description - Develop and deliver tertiary level educational programmes and continuing education courses and complimentary educational services - Develop and deliver tertiary level professional programs - Teaching of the Associate Degree specializations - Teaching of adult and continuing education courses - Teaching/development of baccalaureate degree/postgraduate programmes - Delivery of comparable programs in Grand Cayman and Cayman Brac		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of professional programmes - Number of academic programmes - Number of adult/continuing classes - Number of vocational programmes - Number of baccalaureate/post graduate courses offered	9 18-20 48 10 17	9 18 48 10 16
Quality - Degree courses satisfy the standards (grading, course content, credit hours, etc.) required by overseas universities for acceptance of students and their credits - University faculty members to have appropriate qualifications - Professional and vocational courses to satisfy standards required by any accrediting body - Course development and standards to be informed by consultation with key stakeholders - Local professional organizations recognize qualifications	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness Courses offered over appropriate time frame for curriculum covered	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$3,905,980	\$4,231,444
Related Broad Outcome: 7: A Centre of Excellence in Education (Group comprises Purchase Agreement outputs: COL 1, COL 2, COL 3, COL 4, COL 5, COL 6)		

OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK

CDB 1	Government Scholarship Funding Programme (YNBP)	\$48,451	
Description Administration of scholarship funding for the Education Council and the Young Nations Builders Programme (“YNBP”) on behalf of the Government by: • Issuing and monitoring disbursements to approved recipients • Generating periodic performance reports			
Measures		2013/14 Budget	2012/13 Actual
Quantity • Number of Education Council scholarship recipients (inclusive of: local & overseas, & direct institutions) • Number of Young Nations Builders Programme scholarships recipients • Number of performance reports		400-525 100-125 10-12	N/A N/A N/A
Quality • Ensure that YNBP & Education Council scholarships payments are administered in accordance with agreed arrangements as submitted from time to time by the Ministry of Education. • Submit required performance reports with accuracy and relevance of reports as agreed with the Ministry of Education.		100% 100%	N/A N/A
Timeliness • Administer all scholarships in a timely manner to ensure that recipients are in receipt of funds as requested & submitted by the Ministry of Education to CIDB. • Maximum time of 7 working days between end of month and submission of reports		100% 100%	100% 100%
Location Cayman Islands		100%	100%
Cost		\$48,451	\$0

Output Supplier: International College of the Cayman Islands

NGS 25	Teaching of Tertiary Education Courses	\$90,000
Description Teaching of the following degree courses: • Master of Science: Management (Human Resources and Education) • Master of Business Administration • Bachelor of Science Degrees: Business Administration (Accounting and Finance), Human and Social Services, Liberal Studies and Office Administration. • Associate of Science Degrees: Business (Accounting, Banking, Broadcasting, Finance, Hotel and Tourism Management and Information Systems), General Studies, and Office Administration		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Master's Level Degree Programs Offered • Bachelor's Level Degree Programs Offered • Associate's Level Degree Programs Offered	2 4 3	2 4 3
Quality • Faculty holds a minimum of a Bachelor's degree with appropriate professional experience, professional designation / certification or Master's degree • Programs taught in accordance with international tertiary educational standards based on an American curriculum. • Institutionally accredited by the Accrediting Council for Independent Colleges and Schools (ACICS, Washington, DC, USA) and registered by the University Council of Jamaica (UCJ)	100% 100% 100%	100% 100% 100%
Timeliness Fall, Winter, Spring and Summer quarters	100%	100%
Location ICCI Campus, Grand Cayman	100%	100%
Cost	\$90,000	\$90,000
Related Broad Outcome: 7: A Centre of Excellence in Education		
(Group comprises Purchase Agreement outputs: ICC 1)		

OUTPUT SUPPLIER: NADINE ANDREAS CHILDREN SERVICES

NGS 27	Supervision of Pre-School Children	\$54,000
Description Operational expenses and general expenditure relating to providing provision of early childhood care and education services		
Measures	2013/14 Budget	2012/13 Actual
Quantity Provision of Early Childhood services	1	1
Quality Services in compliance with Education Council Guidelines for Early Childhood Centres to the standard with which to receive re-registration on an annual basis	100%	90-100%
Timeliness Services from July 2013- June 2014	100%	100%
Location NCVO, Richard Arch Children's Centre, Anthony Dr, George Town - Grand Cayman	100%	100%
Cost	\$54,000	\$60,000
Related Broad Outcomes: 7: A Centre of Excellence in Education		
(Group comprises Purchase Agreement outputs: NAC 1)		

NGS 34	Primary and Secondary Education by Private Schools	\$1,530,000
Description Teaching of primary and secondary education courses/classes by private schools.		
Measures	2013/14 Budget	2012/13 Actual
Quantity		
Number of private schools	11	11
Number of students taught (age 4.9 to 17 as of Sept. 1)	2600-2800	2672
Quality		
Quality All private schools are to submit required documentation to verify compliance with required standards on an annual basis. Funds will be released following receipt of required documents All schools agree to be subject to inspection by EQUA	100%	100%
Schools must submit to the Ministry of Education: - A current registration certificate - A current Trade and Business license (for- profit schools) - A Certificate of Incorporation or a signed (by authorized party) document stating not- for- profit status - A signed copy of up to date, internally approved, financial statements - A signed letter stating confirmation of enrolment data: students enrolled between ages 4.9 to 16 - A copy of an up to date School Data Form - A copy of the school's most recent School Improvement Plan - A Copy of up to date staff- list :include name of employee, position held, immigration status, and license information - Copies of all current teachers' licenses - Copies of police reports for all employees - Copies of all work permits and/ or immigration documents - Copies of proof of Caymanian status for all employees cited as Caymanian - Copies of all compliance documents for relevant laws, including, but not limited to: health insurance and pension, copy of fire certificate indicating "pass", environmental health letter or certificate indicating building structure/s satisfactory "pass", and where applicable Certificate of Occupancy from planning	100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100%

Timeliness - All documents stated above must be submitted no later than October 31st, 2013. - Inspections are as scheduled by EQUA	100%	100%
	100%	100%
Location Cayman Academy, Cayman Prep & High School, Cayman International School, First Baptist Christian School, Grace Christian Academy, Hope Academy, Montessori By The Sea, St Ignatius Catholic School, Triple C School, Truth for Youth School, Wesleyan Christian Academy	100%	100%
Cost	\$1,530,000	\$1,530,000
Related Broad Outcome: 7. A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement outputs: PSA 1)</i>		

NGS 76	Autism Diagnostics and Sexual Trauma Recovery Programme	\$44,617
Description Provision of confidential group counselling services to Cayman school –aged children and youth survivors of sexual trauma utilizing a research-based group intervention programme.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of places for small group intervention programme - Number of NOC parent referrals for parallel intervention - Number of 12-week group interventions - Number of interim summary reports - Number of summary programme reports - Number of hours per child-parent referral	16-24 16-24 1-3 1 1 40	24 22 3 1 1 40
Quality - Participants will be screened for appropriateness to group using supported admission criteria (i.e. previous counselling experience, lack of therapeutic fit, significant mental illness, substance abuse, or hostility). - Evaluation measures to be completed for pre-group and post-group outcomes. - Trauma Symptom Checklist-40 (Briere, 1989) or an equivalent assessment may be utilized. - Confirmation of official report of sexual abuse incident to DCFS & FSU/RCIPS; if none yet made, this will be initiated.	100% 100% 100% 100%	100% 100% 100% N/A
Timeliness - Initial intake screening to be scheduled within 48 hours of referral. - Interim Summary Report to provided by February 2013 - Summary programme report to be provided by June 30, 2014	100% 100% 100%	100% 100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$44,617	\$44,617
Related Broad Outcome: 7: A Centre of Excellence in Education		
(Group comprises Purchase Agreement outputs: TWC 3, TWC 5)		

NGS 77	Music Therapy Services	\$59,661	
Description Provision of Music Therapy Services for children attending the Lighthouse School, Alternative Education Services, and Early Intervention programme and adults participating at the Sunrise Adult Training Centre.			
Measures		2013/14 Budget	2012/13 Actual
Quantity - Number of children served at the Lighthouse School - Number of children served through the Early Intervention Programme - Number of students served in Alternative Education Programmes in mainstream primary and/or secondary schools - Number of clients served at the Sunrise Adult Training Centre		40-50 25-35 12-18 25-35	50 35 18 35
Quality Music Therapy Services to be provided by a qualified and certified Music Therapist		100%	100%
Timeliness - Music Therapy Services to be delivered over academic year from September through June - Students' and clients' progress towards goals reported at least twice annually - Final Annual Report of programme outcomes to Ministry by June 30, 2014		100% 100% 100%	100% 100% 100%
Location Grand Cayman		100%	100%
Cost		\$59,661	\$59,661
Related Broad Outcome: 7: A Centre of Excellence in Education			
<i>(Group comprises Purchase Agreement outputs: CMT)</i>			

OUTPUT SUPPLIER: CAYMAN ISLANDS PROTECTIVE SERVICES

NGS 79	K9 Security Services	\$31,500
Description Provision of K-9 security services to reduce incidents of use and distribution of drugs in the schools, and to make visit to schools as part of the Drugs Education Programme.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number hours service provided per week - Number of trained/certified K-9 and handlers - Number of schools visited by K-9 unit	26 1 10-12	40 2 10-12
Quality - K-9 security services to be provided by a trained/certified K-9 and handler - Community Police Officer accompanies company personnel in the performance of services	100% 100%	100% 100%
Timeliness - K-9 security services to be delivered over academic year from September through June - Activity reports filed with Ministry liaison on a monthly basis - Final Annual Report of programme outcomes to Ministry by June 30, 2014	100% 100% 100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$31,500	\$31,500
Related Broad Outcome: 7: A Centre of Excellence in Education <i>(Group Comprises Purchase Agreement Output: KSS-1)</i>		

OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HEALTH, SPORTS, YOUTH AND CULTURE

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

HES 1	Policy Advice and Ministerial Services	\$ 1,907,428
Description Provision of policy advice and administrative services for the Minister and Cabinet including: • Preparation of policy advice papers and papers for Cabinet • Preparation of drafting instructions • Monitor and review the delivery of outputs for, Statutory Authorities, Government-Owned Companies and Non-Government Organisations • Environmental Policy/Issues		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number Cabinet Papers and Notes produced • Number of drafting instructions or commentary prepared • Collate Annual Reports	30 – 40 3 - 6 2	72 21 1
Quality • Cabinet Papers and Notes are accurate and meet Cabinet guidelines • Provide clear, accurate and relevant drafting instructions and comments for the above Bills • Reports are accurate, relevant and submitted within agreed timelines	100% 100% 100%	100% 100% 100%
Timeliness • Cabinet Papers and Notes submitted to Cabinet Office by Thursday to be placed on the agenda of the following week • Drafting instructions and commentary submitted to Legislative Counsel within timelines stipulated by the Honourable Minister • Reports submitted on or before the 10th working day after the end of the quarter	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$ 1,907,428	\$1,774,296
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises ABS output: MHE 1, MHE 2, MHE 3, MHE 7)		

HES 2	Health Regulatory Services	\$ 961,582
Description Inspection and regulatory services including: • Investigate and resolve complaints • Administer the Segregated Health Insurance Fund • Registration and certification of health professionals • Inspection and certification of health care facilities • Enforcement Issues Pertaining to the Health Insurance Law and Regulations		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of certificates issued • Number of on-site inspections • Number of publications (pamphlets) disseminated • Number of investigations conducted • Number of papers, reports, speeches, statements, responses to questions and replies to correspondence	1 - 20 6 - 8 40 - 50 20 – 24 5 - 10	62 8 46 22 18
Quality • Certificates issues in accordance with established policies and procedures • All disseminated information will be in compliance with the health insurance and health practice legislation • On-site inspections and investigations are carried out based on approved policies and procedures • All reports, papers, speeches will be reviewed and signed of by the head of department	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness • Certificates issued 20 days after approval by Health Practice Commission Board • Monthly- Distribution of materials • Initial response to complaints provided within 10 working days • All contributions, reports, papers, statements will be given within the agreed timeframe	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$ 961,582	\$921,341
Related Broad Outcomes A Fit and Healthy Population		
<i>(Group comprises ABS output: HRB 9, HRB 10, HRB 11, HRB 12, HRB 13, HRB 14, HRB 15, HRB 16, HRB 17, HRB 18)</i>		

HES 4	Sports Coaching and Training Programmes	\$ 3,824,494
Description Maintenance and management of Government owned sports and recreational facilities to ensure safety, security and competition standards are adhered to. Provision of Technical Education and training primarily in the six focus sports via community recreational programmes, national programmes, after-school programmes and school sessions.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Community Sport Development Programs - Number of Coaching Sessions in Schools (Public and Private) - Number of Facility Application Forms processed	30 – 33 2800 - 3100 100 - 140	51 2381 364
Quality - School sessions aligned and conducted in compliance with school strategy/plan/curriculum. - Programmes, camps and workshops are conducted by technical staff trained to standards set by the international governing body for the particular sport - Facilities designated for International Competitions maintained at standards set by governing sport bodies to ensure readiness and compliance with respective regulations.	100% 100% 100%	100% 100% 100%
Timeliness - Community Coaching/National Programs held daily 5- 6 days a week - Recreational Leagues/Events and Workshop are conducted quarterly- 3 per quarter - Schools session provided daily 5 days per week - Facilities will be in a state of readiness for scheduled events	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$ 3,824,494	\$3,378,492
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises ABS output: DSP 9, DSP 10, DSP 11)		

HES 5	Youth Education, Mentorship and Community Activities	\$ 651,760
Description Facilitation of programmes whereby, youth research and share their views on national and international issues. The delivery of a series of summer camps which keep youth productively engaged and adequately supervised during their summer vacation. In addition, the coordination and production of newsletters and radio shows to disseminate information to youth. Provision of an internationally recognized Cadet Corps programme in Grand Cayman and Cayman Brac for youth including: • Land and marine training; • Training programme that develops physical and mental endurance • Business Technology Education Council (BTEC) Diploma Programme		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of Life Skills presentations conducted by Unit staff to youth in service provider groups • Number of radio shows • Number of training session	9 35 225 - 250	9 28 194
Quality • Presentations delivered by qualified youth workers • Adheres to the quality measures held by Radio Cayman. • BTEC sessions delivered by trained instructors that are certified by the Cadet Vocational Qualified Officer(CVQO)programme in the UK	100% 100% 95%	100% 100% 95%
Timeliness • Life Skills session conducted quarterly • Radio shows are broadcast weekly • Training Sessions held once a week during the school calendar year	100% 95% 100%	100% 95% 100%
Location Cayman Islands	100%	100%
Cost	\$ 651,760	\$643,196
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises ABS output: YSU 7, YSU 8, CAD 4, CAD 6)		

HES 7	Collection, Recycling and Disposal of Waste	\$3,064,272
Description - Management of landfills including disposal of biomedical and hazardous waste. - Collection of all solid waste materials and the provision and maintenance of roadside litter control programme.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Total Infectious waste incinerated /Manage (tons) - Tons of waste collected from commercial and residential properties	275-300 60000-80000	246 39,245
Quality - Infectious waste incinerated to applicable environmental/industry standards - Collection of solid waste is in accordance to international standards	95-100% 95-100%	100% 100%
Timeliness - Infectious waste incinerated within 24-48 hours - Twice per week as per current residential collection scheduled	95-100% 90-95%	100% 90%
Location Cayman Islands	100%	100%
Cost	\$ 3,064,272	\$2,360,986
Related Broad Outcomes Conservation of our Biological Diversity and Ecologically Sustainable Development		
(Group comprises ABS output: EVH 5, EVH 18)		

HES 8	Public Health Services	\$ 1,310,879
Description - Environmental health awareness and promotion to the public and government. - Rodent control services including de-ratting certifications. - Provide support services and policy advice by means of reports, briefing notes, speeches and replies to Parliamentary questions and correspondence to the Minister and Cabinet on Boards and Committees.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of School visits/ promotions - Number of leaflets on rodent control issued - Number of indoor air quality assessments conducted and reported - Engineering advice and reports - Number of replies to parliamentary questions	30 – 35 1500-2000 30-40 175-200 3 -5	42 1,713 37 194 0
Quality - School visits, programs and promotions to meet internal peer review standards for format, accuracy and comprehensiveness - Printed leaflets to be clear, concise and informative in compliance with departmental standards. - Air and noise assessments complying with acceptable scientific protocol - Engineering advice & reports to be in compliance with Internt'l acceptance codes and standards including local laws - Parliamentary questions properly researched, mtg. format accurate and submitted by deadlines	95-100% 100% 95-100% 95-100% 100%	100% 100% 100% 100% 100%
Timeliness - School visits/promotions and lectures to be conducted as scheduled - Printed leaflets available for immediate distribution - Air quality and noise assessments conducted as schedule between clients - Other reports which are completed within 7 days after completion of the investigation/research - Written questions or requests from Cabinet, Legislative Assembly or Minister prepared and presented by due date.	95-100% 100% 95-100% 95-100% 100%	100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$ 1,310,879	\$1,507,628
Related Broad Outcomes Conservation of our Biological Diversity and Ecologically Sustainable Development		
(Group comprises ABS output: EVH 1, EVH 8, EVH 9, EVH 10, EVH 11, EVH 15)		

HES 9	Environmental Health Monitoring Services	\$ 382,957
Description Provision of services such as, statutory nuisance monitoring and enforcements, occupational hygiene and safety services, surveillance inspections and monitoring; control of pollution from sources; and protection of public premises.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of complaints investigated - Number of procurement of water samples	350-400 100-150	410 178
Quality - Investigations and reports which meet internal peer review standards for accuracy, relevance & adherence to applicable standards. - Food and water samples collected and managed in accordance with acceptable laboratory standards	90-100% 90-100%	100% 100%
Timeliness - Responses to complaints within allotted period: High-risk complaints within 24hrs, medium within 72hrs, and low 120hrs. - Samples collected and delivered to laboratory standards	90-100% 90-100%	90% 90%
Location Cayman Islands	100%	100%
Cost	\$ 382,957	\$426,508
Related Broad Outcomes Conservation of our Biological Diversity and Ecologically Sustainable Development		
(Group comprises ABS output: EVH 17)		

HES 10	Emergency Response Services	\$ 138,293
Description Hazardous waste operations and emergency response to natural or manmade events.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of responses to all hazardous material incidents - Number of disaster management responses	1 – 3 2- 3	2 2
Quality - Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety. - The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans	95-100% 90-100%	90% 100%
Timeliness - Responses within 6-8hrs of receiving notification of a hazardous material spill or situation - Activate the pre-hurricane response plan before the events as outlined in the departmental documents and along national plans.	95 -100% 95-100%	90-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$ 138,293	\$116,157
Related Broad Outcomes Conservation of our Biological Diversity and Ecologically Sustainable Development		
(Group comprises ABS output: EVH 14)		

HES 11	Mosquito Control Services	\$ 5,726,652
Description • Maintain the capability to carry out a Larviciding programme to control swamp-breeding mosquitoes. • Mosquito control call-out service • Provide education programme to promote awareness of mosquito control methods and public safety. • Programme to control swamp-breeding mosquitoes by non-chemical (physical and biological) means, including the annual hatch and strand programme. • Programme to reduce the number of disease vector mosquitoes, monitor populations of these species, and prevent the importation of disease-carrying mosquitoes.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Ground Applications • Number of call-out request • Number of visits/presentations • Number of Swamp flooded and drained • Number of Ovipots collected	30-70 150-250 3-8 2 5000-6000	30-70 150-250 3-8 2 5000-6000
Quality • Applications conform to the operations manual and other relevant guidelines • Call-out requests responded to and mosquito complaints resolved • Visits/presentations carried out by qualified personnel • Operations to be completed with supervisor sign-off and in compliance with the operational plan.	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • On-going throughout period. Provide capability to make larvicide applications at any time, as environmental conditions require. • Respond to call-out request within 24hrs • Completed according to departmental schedule • Operations completed within timescale set by supervisor	80-100% 100% 100% 100%	80-100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$ 5,726,652	\$6,285,906
Related Broad Outcomes Conservation of our Biological Diversity and Ecologically Sustainable Development		
(Group comprises ABS output: MRC 3, MRC 4, MRC8, MRC11, MRC 12, MRC14, MRC 15)		

OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY

HEA 2	Medical Care for Indigents	\$11,710,956
Description Provision of medical care to indigent patients which includes: • primary care, • secondary care services, and • Dental and mental health care.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of emergency visits to Accident and Emergency • Number of General Practice(GP) clinic visits • Number of specialist clinic visits • Number of dialysis patient treatment session • Number of in-patient days • Number of dental clinic visit • Number of Inpatient admission	1,200-1,400 3,500-4,000 1,500-2,000 3,000-4,000 2,200-2,600 300-500 400-600	2,042 4,330 2,412 1,968 4,990 38 744
Quality • Percentage of patients satisfied with the service • Emergency services available 24 hrs. per day, 365 days per year • Outpatient visits scheduled on average within two weeks of request • Elective inpatient admissions scheduled within two weeks of request	95-100% 100% 95-100% 95-100%	95% 100% 95% 100%
Timeliness • Percentage of patients seen in GP within 30 minutes of appointment • Percentage of patients seen in SPC within 30 minutes of appointment • Percentage of patients seen in Dental Clinic within 30 minutes of appointment time	75- 80% 75- 80% 75- 80%	75% 75% 75%
Location Cayman Islands Hospital, Faith Hospital and District Clinics (the latter for outpatients only)	100%	100%
Cost	\$11,710,956	\$14,223,564
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HSA 7)		

HEA 6	Medical Services in Cayman Brac and Little Cayman	\$ 3,365,060
Description - Maintenance of health care facilities in Cayman Brac and Little Cayman. - Provision of public health, mental health, specialist services and pre-hospital emergency care (ambulance service).		
Measures	2013/14 Budget	2012/13 Actual
Quantity		
Maintenance of facilities including utilities for Faith Hospital, Dental Clinic and Little Cayman Clinic	3	3
Total number of public health visits	2,000-3,400	2,964
Total number of Specialist clinic visits	2,000-3,000	4,888
Total number of mental health visits	200-470	518
Total number of ambulance calls, patient transport and home visits	200-650	580
Quality		
Emergency services available 24 hours per day	100%	100%
Percentage of school aged children fully immunized as per National Immunization Schedule	100%	100%
Percentage of infants (<5yrs) fully immunized as per National Immunization Schedule	100%	100%
Timeliness		
Outpatient visits scheduled on average within one week of request	90-100%	90%
Elective Inpatient admissions scheduled within two weeks of request	95-100%	100%
Location		
Health Service Authority facilities on Cayman Brac and Little Cayman	100%	100%
Cost		
	\$3,365,060	\$3,365,061
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output HSA 21)		

HEA 10	Ambulance Services	\$2,230,124
Description Provision of 24 hours a day pre-hospital emergency care and non-emergency transport for residents and visitors in Grand Cayman.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Total number of emergency and non-emergency calls	3000-3700	4,064
Quality All vehicles and equipment check thoroughly daily (as per protocol) for roadworthiness and operational effectiveness	100%	100%
Timeliness Unit dispatched within three minutes of call (unless unit on another call)	100%	100%
Location - Station at West Bay Clinic, Grand Cayman - Station at North Side Clinic, Grand Cayman - George Town Hospital, Grand Cayman	100% 100% 100%	100% 100% 100%
Cost	\$2,230,124	\$2,230,124
Related Broad Outcomes A Fit and Healthy Population		
<i>(Group comprises Purchase Agreement output: HSA 23)</i>		

HEA 11	Services at District Health Clinics	\$ 2,512,626
Description Provision of primary health care services: routine medical care, home health care of the elderly and home bound; antenatal and postnatal care, mental health care, child health services, health promotion, nutrition counselling and communicable disease surveillance. Services provided at four District Health Centres in Grand Cayman		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of doctor's clinic sessions - Number of Nurse's Clinic sessions - Number of Child Health clinic sessions - Number of Postnatal clinic sessions (Mothers, Babies & Public Health) - Number of physicians Home visit sessions - Number of Nurse home visits	2860– 3522 3200 – 4770 505 – 634 153 – 182 160 – 235 980 - 1560	2952 4472 608 162 142 1452
Quality - Percentage of infants fully immunized against diphtheria, whooping cough, tetanus, polio and haemophilus influenzae b (annual data) - Percentage of postnatal mothers with at least two home visits - Percentage of clients satisfied with the service (periodic survey)	90 -100% 90-100% 80-90%	88.4% 93% 80%
Timeliness Clinics held as per schedule	98 - 100%	100%
Location North Side, Bodden Town, East End, George Town	100%	100%
Cost	\$2,512,626	\$2,512,626
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HSA 31, HSA 32, HSA 33, HSA 34)		

Note: The Health Services Authority agreed to absorb the cost of HSA 30 – West Bay District Clinic, while continuing to provide the services.

HEA 12	Mental Health Services	\$2,059,221
Description Provide residents and visitors of the Cayman Islands with 24 hour inpatient and outpatient mental health services. Providing mental health/status assessments and treatment of patients referred for care of psychiatric disorders, diagnostic testing, and psychological consultation. Consultation with other Government departments and assessment and management of acute exacerbation of symptoms.		
Measures Quantity - Number of beds - Number of patients - Number of patient days - Number of patient days for clients detained under involuntary status (Mental Health Law, Remand) - Number of visits to Day Centre - Number of Clients using Day Centre - Number of Outpatient Clinic Visits - Number of home visit	2013/14 Budget	2012/13 Actual
	8 100-160 1,600-2,300 150-450 500-900 50-75 3,000-4,000 100-200	8 122 1,830 628 998 186 3,664 30
Quality - Average length of stay in hospital (days) - Percentage of patients requiring re-admission for the same condition within three days of discharge - Percentage compliance with an internal clinical quality review program	10-15 <20% 95% - 100%	14 <20% 95%
Timeliness - Percentage of patients seen within 12 hours of emergency call - Percentage of admissions accepted within one hour of notification - Percentage of patients seen within 30 mins. of appt time - Percentage of patients who receive appt. within 72 hrs of request	100% 75% 96-100% 96-100%	100% 75% 96% 96%
Location George Town Hospital, Mental Health In-Patient & Out-Patient Units, Grand Cayman	100%	100%
Cost	\$2,059,221	\$2,059,221
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HSA 28)		

HEA 16	Geriatric Services	\$ 815,364
Description To provide comprehensive health care to residents > 59 years old who are uninsured or under insured or have exhausted their coverage.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of admissions (excluding indigents) - Number of inpatient days - Number of outpatient visits (primary, specialist and dental) - Number of prescriptions dispensed	100-150 600 -1,000 1,500-2,500 5,000-10,000	40 337 706 515
Quality - Average Length of Stay (LOS) - Readmissions within 1/52 with same diagnosis - Patient safety events - Average number of prescriptions/patient	4-5 days <1% 0% <7	4.8 days <1% 7 <7
Timeliness - Average time from decision to admission within 2 hours - Waiting time to SPC appointment less than 4 weeks - Outpatient visits scheduled on average within 2 weeks of request - Elective inpatient admissions scheduled within 2 weeks of request	95-100% 80-90% 90-100% 100%	95% 80% 90% 100%
Location Cayman Islands	100%	100%
Cost	\$ 815,364	\$815,364
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HSA 37)		

HEA 17	Medical Care Beyond Insurance Coverage/Un-Insured	\$ 1,760,000
Description Provision of Medical care for beyond insurance coverage/ un-insured children which includes: General Practice, Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care for children <18 years of age. Provision of Medical care for pregnant women beyond Insurance Coverage which includes: Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of emergency visits at Accident and Emergency - Number of visits to General Practice - Number of specialist clinic visits - Total number of antenatal visits	1,500-2,000 5,000 - 8000 2,500 – 4,000 300 - 600	1,832 4,852 2,386 808
Quality - Percentage of compliance with internal quality review program - Percentage of parents satisfied with the service - Percentage of pregnant women booking before 16 weeks gestation - Percentage of pregnant women with at least 8 antenatal visits	95-100 % 95-100 % 60-100% 90-100%	95% 95% 75% 99%
Timeliness - Emergency services available 24 hrs. per day, 365 days per year - Outpatient visits scheduled on average within two weeks of request - Elective inpatient admissions scheduled within two weeks of request - Availability of appointment as per protocol	100% 95-100 % 95-100 % 98 – 100%	100% 95% 95% 100%
Location Cayman Islands Hospital and Faith Hospital	100%	100%
Cost	\$ 1,760,000	\$1,760,000
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HSA 1, HSA 2)		

HEA 18	School Health Services	\$ 1,913,774
Description Provision of health education, screening and immunization services at all schools and treatment of minor ailments in school based clinics and school dental health care.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of school nurse clinic sessions - Number of school health screening sessions - Number of health education sessions - Number of clinic sessions by school dental office - Number of clinic sessions by school dental therapists - Number of clinic sessions by dental hygienists	1,200-1,400 600- 800 300- 600 250-350 600-1,000 300-600	1,330 600 296 258 1140 425
Quality - Percentage of school aged children fully immunized as per National Immunization Schedule - Percentage of students completing required dental care, as per protocol	95 - 98% 95 -100%	98% 95%
Timeliness Percentage of students assessed prior to school entry per school year (Sept. – July)	90-100%	100%
Location School nursing service --School Health Centres (John Gray and George Hicks High Schools) full time nurse; Red Bay Primary – twice weekly; George Town Primary – twice weekly; Savannah Primary – twice weekly; Prospect Primary-twice weekly; Private schools –twice weekly (excluding the <u>New School at Frank Sound</u>) School dental service —George Town dental clinic, West Bay Health Centre, Bodden Town Health Centre, John Gray High School, George Hicks High School, Red Bay primary, Prospect Primary, John A. Cumber Primary, and dental caravan (rotating at various schools)	95-100% 95-100%	100% 100%
Cost	\$ 1,913,774	\$1,913,774
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HSA 11)		

HEA 19	Medical Care for Chronic Ailments	\$1,025,608
Description To provide care to Cayman residents with chronic non-communicable diseases who are either uninsured or under insured.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Patients seen with chronic non-communicable diseases e.g. cancer, hypertension, diabetes, renal failure etc.	40 -100	74
Quality % of chronic patients seen by a physician monthly % of patients seen by nutritionist monthly % of patients with blood studies completed monthly	100% 100% 100%	100% 100% 85%
Timeliness Number of patients seen within 30 minutes of appointment	100%	100%
Location Cayman Islands Hospital	100%	100%
Cost	\$ 1,025,608	\$1,025,608
Related Broad Outcomes A Fit and Healthy Population		
<i>(Group comprises Purchase Agreement output: HSA 38)</i>		

HEA 20	Public Health Programmes	1,106,822
Description Provision of administrative services for the Public Health programmes such as HIV/AIDS, Immunization, Influenza Pandemic, Disease Control, Health Promotion and their implementation.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of hours of administrative services - Number of Communicable Disease reports compiled from thirteen sentinel sites - Number of Press Release issued - Number of antigens included in the vaccination programme - Number of Community Health events organized, such as World Health Day and World AIDS Day	400 – 600 52 – 53 10 – 20 14 – 16 10 - 12	500 54 50 14 12
Quality - Programme documents and programme meet the quality review of Caribbean Epidemiology Centre (CAREC) / Pan American Health Organization (PAHO) - Percentage of sites reporting weekly - Percentage of participants satisfied (average per survey respondents)	90 – 100% 95 – 100% 75 – 80%	95% 100% 75%
Timeliness - Tobacco traders registration issued within three working days of request - Percentage Compliance with weekly surveillance reports to CAREC - Percentage of Health Promotion sessions and events conducted as scheduled	95 –100% 98 – 100% 95 -100%	100% 100% 99%
Location Services provided through Public Health Department at H.S.A. and Health Centres George Town, West Bay, Bodden Town, East End, North Side and Cayman Brac	100%	100%
Cost	\$ 1,106,822	\$1,106,822
Related Broad Outcomes A Fit and Healthy Population		
<i>(Group comprises Purchase Agreement output: HSA 39)</i>		

HEA 21	Medical Internship Programme	\$ 362,000
Description Provision of accredited clinical Internship and Registrar services at the Cayman Islands Health Services Authority (HSA). This is aimed at strengthening the capacity building of the cadre of junior doctors and to support and sustain their clinical development through their interaction with consultant level staff at the Authority. The 12-month internship programme at the HSA will help to transform the medical student's academic knowledge into practical skills. Interns will be exposed to four (4) major medical specialties: Paediatrics, Internal Medicine, General Surgery and Obstetrics and Gynaecology, three (3) months each.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Each intern spends 10- 12 weeks per rotation interacting with patients and having direct Consultant supervised involvement in patient care.(40-48 wks/intern) (10-12wks/Q/Int) - Each intern is exposed to daily rounds with formal and informal teaching sessions by consultants and or middle grade physicians (5 sessions/wk/intern)	160-193 800-960	N/A N/A
Quality - Programme intern at the end of the 12 month internship period would have rotated through: 3 months of Obstetrics and Gynaecology 3 months of General surgery 3 months of Internal Medicine 3 months of Paediatrics In fulfillment of the CAMC requirements. (Interns are allowed a maximum of 2 weeks off per rotation).	100%	N/A
Timeliness 12 months duration per Intern	100%	N/A
Location Services provided at the Health Services Authority		
Cost	\$ 362,000	N/A
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HSA)		

MUS 4	Collection and Preservation of Significant Material Evidence	\$159,691
Description Collection and preservation of material evidence significant to our culture, history and heritage, including: - Collection, documentation and preservation of material - Protection, scientific research of, and limited public access to Museum collections, and materials of Caymanian heritage		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of artifacts collected and Processed - Number of new accessions registered - Research into natural/cultural history topics	50-100 20-40 1-2	50-100 20-40 1-2
Quality - Managed in accordance with the Collections Management Policy, AAM Code of Ethics, and SHA Code of Ethics. Standards set by the following Standing Professional Committees: AAM Curators Committee, Registrars Committee, ICOM/ ICCROM/ ICOMOS - Research conducted with due professional care as established in the Museum written Collections Management Policy	100% 100%	100% 100%
Timeliness Ongoing	100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 159,691	\$105,674
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises Purchase Agreement output: CNM 1)		

MUS 5	Museum Facilities, Exhibitions and Displays	\$585,534
Description Public access to and educational services from, displays, exhibitions, library, publications, research collections and programmes of the Cayman Islands National Museum including: • Providing museum facilities, exhibitions, displays and general public access to them • Provision of a land-based Maritime Heritage Trail and Shipwreck Preserves • Provision of restaurants, shops and other facilities for the use by the public and in furtherance of the mission and purposes of the Cayman Islands National Museum • Liaising with local and international groups having similar objectives, for loan or exchange of artefacts and exhibits, and the exchange of knowledge and information		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Permanent cultural/natural history exhibition • Number of visitors to the museum and shop • Number of tours	1 15,000-20,000 5-15	2 15,000-20,000 5-15
Quality • Exhibitions and displays to accepted international museum standards as set by the National Association of Museum Exhibitions, Smithsonian Guidelines for Accessible Exhibition Design, ICOM, AAM • Professional standards of protection and security including a fully implemented disaster/ emergency preparedness plan and full insurance	100% 80%	100% 80%
Timeliness Ongoing	100%	100%
Location Grand Cayman	100%	100%
Cost	\$585,534	\$413,695
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises Purchase Agreement output: CNM 2)		

MUS 6	Provision of Policy and General Advice on Museum Matters	\$ 141,948
Description Provision of services to support the Ministry: • Direct, manage and assist the Cayman Islands National Museum to fulfil its mission and purposes • Support Government's request for information to further the cultural well-being of the Cayman Islands • Assist the Ministry in creating national culture policies and plans; and any necessary legislation • Provide reports and other documentation requested by the Ministry, Cabinet and other Government Departments		
Measures Quantity • Replies to questions from Cabinet, Legislative Assembly and others • Draft replies to correspondence • Information requests • Quarterly and annual reports • Briefings for meetings • Specified and additional papers	2013/14 Budget	2012/13 Actual
	1-10 1-10 25-50 4/1 1-6 1-6	1-10 1-10 25-50 4/1 1-6 1-6
Quality • All papers will define issues clearly and succinctly, with the nature and scope of the issues being clear, and have recommendations which are unambiguous • All replies to questions, correspondence and reports must be comprehensive and accurate and to professional standards	100%	100%
	100%	100%
Timeliness Within time frames required	100%	100%
Location Grand Cayman	100%	100%
Cost	\$ 141,948	\$101,158
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises Purchase Agreement output: CNM 3)		

OUTPUT SUPPLIER: CAYMAN NATIONAL CULTURAL FOUNDATION

NCF 7	Arts and Culture Preservation, Documentation and Promotion	\$ 115,774
Description • Preservation of the national collection of 125 Gladwyn K. Bush artworks acquired on behalf of the people of the Cayman Islands. This may include periodically exhibiting the works, upon invitation. • Producing an annual Arts Awards presentation recognising individuals or groups whose work, or work with others, has made or is expected to make, in the long term, a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts. • Maintaining a resource library of video and audio recordings, prints, photographs, books, magazines and other literature on or about art / culture.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • National Collection of GK Bush artworks: - Number of works in the collection • Arts awards presentation • Cultural Resource Library: -Number of titles/materials available for public access	125 1 738-745	125 1 700-735
Quality • Painting to be maintained in a stable environment to international standards for art collections, and to be inspected annually by an art preservation/restoration expert, who will prepare a report regarding their condition • Arts Awards nominations reviewed and winners selected by panel of experienced persons in relevant fields. • Library materials preserving or promoting Caymanian cultural heritage and the arts, and/or culture and the arts in general.	100% 100% 100%	100% 100% 100%
Timeliness GK Bush Collection Inspection – 3rd Quarter Arts Awards – by 3rd Quarter Public access to Library – during normal office hours	100% 100% 95-100%	100% 100% 95-100%
Location The Harquail Theatre	100%	100%
Cost	\$ 115,774	\$115,774
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises Purchase Agreement output: NCF 1)		

NCF 8	National Festivals and Stage Productions	\$ 475,321
Description Production of the 16 th annual Cayfest, Cayman National Festival of the Arts, (which includes the Cayman Islands International Storytelling Festival – <i>GIMISTORY</i>) involving the showcasing of Caymanian culture and artistic expression through a variety of disciplines, including music, painting, drawing and sculpture, dance, theatre, traditional arts and craft, storytelling, photography, poetry and short story writing, and cooking and baking. Presentation of performing arts stage productions, including at least one locally created work.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Cayman Islands International Storytelling Festivals – <i>GIMISTORY</i> - Number of national/international arts and culture events hosted or attended/number of papers presented. - Number of Cayman National Cultural Foundation produced stage presentations.	1 3 1- 3	1 3 2
Quality - Professional / experienced Gimistory storytellers should be selected based on Board approved criteria. - Events/conference/seminar relevant to the Caymanian context and/or the work of the Cultural Foundation, as approved by Board. - Production elements to be in keeping with the conventions of theatre, as determined by the Artistic Director.	80% 100% 100%	80% 100% 100%
Timeliness - Gimistory Festival – Nov 2013 - Conferences / Seminars – 3rd & 4th Qtrs. - Presentation of Stage Productions – 2nd & 3rd quarters	100% 100% 100%	100% 100% 100%
Location The Harquail Theatre and/or other stages/auditoria.	100%	100%
Cost	\$ 475,321	\$379,654
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises Purchase Agreement output: NCF 2, NCF 3)		

NCF 9	Training and Support for Artists	\$ 88,299
Description - Provision of training programmes in the performing, visual and/or literary arts and in the art of storytelling in the form of workshops, seminars or residencies for local performers, teachers and students. - Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling, instrumental music through the Young-At-Arts after-school classes and performances, and school field trips.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of public performances resulting from after-school classes/rehearsals in performing arts. - Workshops in Traditional, Visual, Literary and/or Performing Arts. - Artistic grants awarded.	6 3 - 6 8 - 20	6 3 8 - 20
Quality Classes/programmes are delivered by qualified tutors in the respective field. Award of grants based on merit to individuals, and/or organisations that: Are not-for-profit, or are units of government, or educational institutions. Produce, present or support dance, literary arts, media arts, music, theatre, visual, traditional arts and crafts, and/or related arts.	100%	100%
Timeliness - Workshops held 2nd & 4th Qtrs. - Grants publicized – On-going - Performances – During School Year	100% 100% 100%	100% 100% 100%
Location Harquail Theatre and other venues in Grand Cayman and Cayman Brac.	100%	100%
Cost	\$ 88,299	\$71,803
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises Purchase Agreement output: NCF 4, NCF 5)		

OUTPUT SUPPLIER: NATIONAL GALLERY OF THE CAYMAN ISLANDS

NAG 1	Visual Art Exhibition and Collections	\$ 433,882	
Description - Provision of exhibitions of visual arts, and related educational programming, for students, residents and visitors. - National Gallery Law outlines duty to acquire, conserve, and exhibit a national collection. - Provision of education programmes and outreach programmes that promote the practice and appreciation of the visual arts, in the case of the outreach particularly, to reach to all the districts in the Cayman Islands. - Provision of published visual arts information and recognition of excellence in visual arts. - Publications locally and overseas editorials, commentaries and articles on arts and culture in Cayman Islands. - Provision of targeted visual art training and skills development programmes: internships, scholarships, continuing education courses and National Gallery Workshop Series			
Measures		2013/14 Budget	2012/13 Actual
Quantity - Number of exhibits - Works of art in the NGCI's National Collection - Number of Education Programmes - Number of Community visual arts events		7 100 10 10	10 91 8 19
Quality - Exhibitions/Community Events mounted in accordance with international guidelines. - National Collection confirms to standards set by the National Art Gallery - Education Programmes are all delivered in accordance with international standards by experienced and trained instructors.		100% 100% 100%	100% 100% 100%
Timeliness - Exhibitions/Community Events and arts programmes will be available as scheduled. - Education and outreach programmes will be on-going - Data, collections and files updated continually		100% 100% 100%	100% 100% 100%
Location - Harbour Place for the exhibitions in Grand Cayman - Heritage House for the exhibitions in Cayman Brac - The Membership database and Collection held at the offices of the National Gallery and the Art Library		100% 100% 100%	100% 100% 100%
Cost		\$ 433,882	\$409,882
Related Broad Outcomes A Centre of Excellence in Education			
(Group comprises Purchase Agreement output: GAL 1, GAL 2, GAL 3, GAL 4, GAL 5, GAL 6)			

OUTPUT SUPPLIER: TOURISM ATTRACTIONS BOARD

TAB 6	Cultural Programme	\$ 9,626
Description Provision of cultural programmes. Support for pirates' week activities – Festival Queen and 5K Run		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of cultural programmes	2	2
Quality Programmes must be in line with the standards stipulated by the Tourism Attractions Board	100%	100%
Timeliness As agreed with the Tourism Attractions Board	100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 9,626	\$9,626
Related Broad Outcomes A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement output: TBD 6)</i>		

OUTPUT SUPPLIER: BRITISH RED CROSS CAYMAN ISLANDS BRANCH

NGS 4	HIV/AIDS and First Aid Public Education Programmes	\$ 25,024
Description British Red Cross Cayman Islands Branch Health Care Education Programme to increase safe sex practices among youth between the ages of 13 – 19 years old by providing information and education about the means of transmitting and preventing the spread of HIV/AIDS and other Sexually Transmitted Diseases.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of courses	8	8
Quality Programmes are delivered by trained educators that meet the standards of International Federation of Red Cross and Red Crescent Society, UNAIDS, and World Health Organisation	100%	100%
Timeliness Programmes are ongoing:(a report will be submitted one week after the end of each quarter)	90 – 100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 25,024	\$25,024
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: BRC 1)		

OUTPUT SUPPLIER: CAYMAN ISLANDS CHAMBER OF COMMERCE

NGS 47	Mentoring Cayman Programme	\$ 10,426
Description Mentoring Cayman Programme - a joint initiative to assist high school students to become the next generation of business leaders. Students in the programme are the higher-performing students in Year 11.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of students linked to professional mentors	30-50	30-50
Quality - Experienced and suitable business persons selected as mentors - Mentors are trained by a professional facilitator	95 – 100% 98 – 100%	95 – 100% 98 – 100%
Timeliness The school year September 2012 to June 2013	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$ 10,426	\$10,426
Related Broad Outcomes A Centre of Excellence in Education		
(Group comprises Purchase Agreement output: CHC 1)		

OUTPUT SUPPLIER: CAYMAN HOSPICE CARE

NGS 53	Palliative Care Nursing	\$ 55,607
Description Total care of patients at any time from diagnosis of cancer or of other end stage non-malignant disease to a time in which life expectancy is very short.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of patients attended	150 - 170	168
Quality Care should be in accordance with the requests/needs from each patient	80 – 100%	80- 100%
Timeliness Service will be provided as needed	90- 100%	90-100%
Location Grand Cayman – Inpatients homes and hospitals	100%	100%
Cost	\$ 55,607	\$55,607
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: HOC 1)		

NGS 54	Social Marketing for Prevention of HIV/AIDS	\$ 50,046
Description - To develop and implement educational programmes on HIV/AIDS prevention through the media (radio, print, television) that is culturally appropriate to specific segments of the population (women, youth, Persons Living With HIV Aids, community organizations). - To organize youth group sessions to have an on-going dialogue with young people discussing issues of sexuality, relationships, HIV/AIDS, sexually transmitted diseases, sexual violence, pregnancy and gender issues at informal settings where students feel safe and comfortable. - To conduct awareness sessions to parliamentarians, AIDS Foundation volunteers, pastors and community leaders. - Plan and conduct knowledge, attitude, behaviour and practices surveys for a specific target group.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Radio Public Service Announcements (PSA's) - Television PSA's - Newspaper inserts - Condom distributions - Awareness sessions to parliamentarians, volunteers etc. - Youth Awareness sessions - Plans and conduct survey	6 2 12 15,000 10 50 1	6 2 12 15,000 10 10 1
Quality - Messages in conformity with best practices - Awareness session in which participants increase their knowledge by 20% (including proper use of condoms)	100% 90%	100% 90%
Timeliness - Implement monthly PSA's, publications - Awareness sessions conducted as planned - Percentage of sessions held as planned	95% 90% 90%	95% 90% 90%
Location Cayman Islands	100%	100%
Cost	\$ 50,046	\$50,046
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: CAF 1)		

OUTPUT SUPPLIER: VARIOUS OVERSEAS HOSPITALS

NGS 55	Tertiary Care at Various Local and Overseas Institutions	\$ 14,000,000
Description Provision of tertiary health care for indigents, seamen and veterans who are referred for treatment overseas		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of patients treated abroad - Indigents - Seamen and Veterans	1,000-1,100 1,300-1,335	1,100 1,300
Quality - Medical services provided in accordance to that agreed by Third Party Administrator (TPA) through Cayman Islands National Insurance Company (CINICO) - Care meets acceptable clinical standards	95 – 100% 95 – 100%	100% 100%
Timeliness On-going throughout the year	100%	100%
Location Various locations in the United States, Canada and the Caribbean	100%	100%
Cost	\$ 14,000,000	\$15,333,694
Related Broad Outcomes A Fit and Healthy Population		
<i>(Group comprises Purchase Agreement output: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Chief Medical Officer)</i>		

OUTPUT SUPPLIER: SPORTS AMBASSADORS

NGS 58	Elite Athletes Programme	\$ 192,987
Description Promotion of sports and representation of the Cayman Islands at international sporting and/or educational events, and the attendance at local sporting events in the Cayman Islands.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of elite athletes - Number of international events - Number of local promotional/events	5 12 9	7 12 9
Quality - Athletes must have world-class recognition through previous successes and attendance at world recognised events and be positive role models - Athletes should promote a good image and present a positive role model image - Athletes must comply with contractual agreement signed with the Ministry of Health ,Sports, Youth,and Culture	80 – 100% 100% 100%	80 – 100% 100% 100%
Timeliness Agreement for one year commencing July 2013	100%	100%
Location Local and International	100%	100%
Cost	\$ 192,987	\$240,838
Related Broad Outcomes		
(Group comprises Purchase Agreement output: KEH 1, RF1,JRA 1, SF1, BF1)		

OUTPUT SUPPLIER: VARIOUS YOUTH ORGANISATIONS

NGS 59	Youth Development Programmes	\$ 66,767
Description Programmes offered to develop the character, creative, spiritual, physical and social values of a young person.		
Measures Quantity - Number of programmes offered by the C.I. Scout - Number of programmes offered by Duke of Edinburgh Scheme - Number of programmes offered by the Pathfinders - Number of programmes offered by the Girls Brigade - Number of programmes offered by Big Brother, Big Sister - Number of Programmes offered by Girls Guides - Number of Programmes offered by WB SDA Lightbearers Club	2013/14 Budget	2012/13 Actual
	2	2
	1	1
	1	1
	1	1
	1	1
	1	1
	1	1
Quality - Programmes evaluated and approved by Youth Services Unit based on the departments criteria - Programmes must be in line with the Scouts, Duke of Edinburgh, Pathfinders and Girl Guides' missions - Safety measures for children and youth must be implemented in programmes based on fire and environment standards - Programme criteria must ensure that adult leadership is adequately prepared to implement the local programme in accordance with international standards (Mission Statements)	100%	100%
	100%	100%
	100%	100%
	100%	100%
Timeliness Ongoing	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$ 66,767	\$66,766
Related Broad Outcomes A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement output: DOE 1, TGB 1, GGA1, WDL 1, SDP 1, CIS 1, BBS 1)</i>		

OUTPUT SUPPLIER: VARIOUS SPORTS ORGANISATIONS

NGS 60	Sports Programmes	\$ 712,195
Description Provision of sports programmes in softball, basketball, boxing, track and field, cricket, football, Rugby, Cycling, netball, sailing, squash, swimming and volleyball based on the associations short-term and long-term development plan.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of sport programmes	17	17
Quality - Rules and standard of play in keeping with international organisational standards of the respective sports - Associations/Federations must implement their development plan	90-100% 90-100%	100% 100%
Timeliness Ongoing programmes and competitions	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$712,195	\$712,192
Related Broad Outcomes A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement output: CBB 2, CBB 3, CIA 1, CCA 1, CFA 1, NET 1, CSC 1, SWI 1, COC 1, CRC 1, CVF 1, SSA 1, CIM 1, CSO 1, CSQ 1, CEF 1, CCA 2)</i>		

OUTPUT SUPPLIER: VARIOUS SPORTS AND CULTURAL ORGANISATIONS

NGS 61	Other Sports and Cultural Programmes	\$ 55,558
Description Support to and development of sports and cultural programmes in various disciplines.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of sport programmes - Number of cultural organisation	4 2	4 2
Quality - Rules and standards of play in keeping with those of the International governing bodies of the sport - Cultural productions and activities in accordance with international cultural standards	90 – 100% 90 – 100%	100% 100%
Timeliness On-going programmes and competitions	100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 55,558	\$55,557
Related Broad Outcomes A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement output: FCI 1, PWF 1, FSW 1, CME 1, CDS 1, BTF 1)</i>		

OUTPUT SUPPLIER: ELITE TRANSFER PROGRAM

NGS 80	Elite Athletes Transfer Programme	\$ 22,938
Description Transition of elite athletes from “elite athletes” status to retirement.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of elite athletes	3	N/A
Quality - Athletes must have world-class recognition through previous successes and attendance at world recognised events and be positive role models - Athletes should promote a good image and present a positive role model image - Athletes must comply with contractual agreement signed with the Ministry of Health ,Environment Youth, Sports and Culture	80 – 100% 100% 100%	N/A N/A N/A
Timeliness Agreement for one year commencing July 2013	100%	N/A
Location Local and International	100%	N/A
Cost	\$ 22,938	N/A
Related Broad Outcomes		
(Group comprises Purchase Agreement output: COM 1, MGL, 1, COW1)		

NGS 81	Young Nation Building Fund - Transition Funding	\$ 42,000
Description Programmes previously funded under the Young Nation Building Fund for which commitment was granted.		
Measures	2013/14 Budget	2012/13 Forecast
Quantity Number of programmes	2	N/A
Quality Programmes administered in accordance with ministry's guidelines	100%	N/A
Timeliness Agreement for one year commencing July 2013	100%	N/A
Location Local and International	100%	N/A
Cost	42,000	N/A
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output:)</i>		

OUTPUT GROUPS TO BE PURCHASED BY THE HEAD OF CIVIL SERVICE

OUTPUT SUPPLIER: PORTFOLIO OF THE CIVIL SERVICE

CIV 1	Policy Advice to the Head of the Civil Service	\$622,096
Description Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: • Policy advice to the Head of the Civil Service and the Governor • Strategic Human Resource Services • Provision of support in relation to employment arrangements for Chief Officers		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of hours of policy advice provided • Number of reports	2,700 – 2,900 4-7	2,800 11
Quality • Policy advice reviewed by Chief Officer prior to submission • All reports and papers to be subject to review and sign off by the Chief Officer and subsequent approval by Head of the Civil Service prior to distribution. Standard reports to be delivered in required format.	95-100% 95-100%	100% 100%
Timeliness • All advice submitted in accordance with schedules as agreed by the Head of the Civil Service • Annual service-wide personnel statistical reports: August 2013	95-100% 95-100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$622,096	\$388,769
Related Broad Outcome: 2: A Work-Ready and Globally Competitive Workforce		
<i>(Group comprises ABS outputs: PCS 1, PCS 2)</i>		

CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies	\$950,332
Description Auditing Civil Service entity compliance with Government human resources policies as established by the Public Service Management Law (PSML) and Personnel Regulations and Government internal financial policies established by the Public Management and Finance Law (PMFL) : • Undertaking ongoing audits of civil service personnel and financial systems to establish the extent of compliance with the PSML and the PMFL and advising the Head of the Civil Service accordingly • Inquiring into alleged breaches of the code of conduct by Chief Officers and reporting to the Head of the Civil Service on the results of such enquiries		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of HR audits • Number of internal financial audits	45-50 12-16	48 13
Quality • Audits conducted in accordance with established methodology and policies	90-100%	100%
Timeliness • Audits will be completed within agreed timeframes	90-100%	100%
Location Cayman Islands	100%	100%
Cost	\$950,332	\$982,361
Related Broad Outcome: 8: A Culture of Good Governance		
<i>(Group comprises ABS output: PCS 4, IAU 3)</i>		

CIV 3	Management of Public Sector Reform	\$278,633
Description Management of Public Sector Reform including: - Monitoring the operation of the Government's management system and providing advice to the Head of the Civil Service on opportunities for its enhancement - Coordinating the implementation of public sector management reform initiatives - Providing advice and capability support to civil service entities		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Hours spent on the management of reforms - Number of hours of advice and support provided	1,100 – 1,200 1,900 – 2,100	1,148 2,614
Quality - Facilitation of reforms provided by qualified Management Support Unit personnel - 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% 100%
Timeliness - Delivery of reform activities in line with timelines agreed with Deputy Governor - Advice provided in accordance with a schedule agreed with the relevant client	100% 100%	100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$278,633	\$318,385
Related Broad Outcomes: 2.A Work-Ready and Globally Competitive Workforce		
(Group comprises ABS outputs: PCS 5, PCS 7)		

CIV 7	Civil Service College	\$448,706
Description - Provision of learning and development opportunities to the Cayman Islands' Civil Service and other clients, through continued strategic development and management of a Civil Service College (CSC), to deliver: - Courses for academic accreditation and/or professional certification - Focus on certain professional groupings for intensive staff development (e.g. uniformed services supervisor training, procurement professionals training, etc) - Development of framework for learning opportunities to support staff personal development plans - Special courses on matters such as statutory authority governance as requested (such as HR, IRIS, FOI, Governance, Constitution etc.)		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of accredited courses delivered - Number of professional groupings supported - Number of frameworks - Special courses	28-32 2-3 1 3-5	50 4 1 20
Quality - Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate - Framework to be approved by Chief Officer prior to distribution - Delivered by qualified staff based on Director of CSC approval	90-100% 100% 100%	100% 100% 100%
Timeliness - Accredited courses delivered in line with agreed schedule - Special courses as demanded - Professional grouping strategies and programmes delivered	90-100% 90-100% 90-100%	100% 100% 100%
Location Cayman Islands and Overseas	90-100%	90-100%
Cost	\$448,706	\$511,430
Related Broad Outcome: 2.A Work-Ready and Globally Competitive Workforce <i>(Group comprises ABS outputs: PCS 15)</i>		

CIV 8	Human Resources Services	\$675,082	
Description: Provision of HR and accounting services provided to other Government departments including: - Recruitment Services - Job Evaluation - Operational HR Advice, Support and Guidance - Records Management - Accounting services provided to the Cabinet Office			
Measures		2013/14 Budget	2012/13 Actual
Quantity - Number of hours of recruitment services - Number of Job Descriptions evaluated - Number of agencies provided with advice, support and guidance - Number of agencies records maintained - Number of hours of support on accounting activities		600 - 800 150 – 170 80 - 90 80 - 90 1,250 – 1,400	608 148 84 84 1,360
Quality - Services to be provided by qualified Human Resource Professionals - Job evaluation process conducted in compliance with HAY standards. - Advice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations - Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirements - Accounts approved by Chief Financial Officer or Deputy Chief Financial Officer		100% 100% 90-100% 90-100% 90-100%	100% 100% 100% 100% 100%
Timeliness - Work output and turn-around times to be as specified in our publications or as agreed with clients - Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards - Information from a current employee's file to be retrieved within three working days of request - As required by Cabinet Office		100% 90-100% 90-100% 90-100% 90-100%	100% 100% 100% 100% 100%
Location Cayman Islands		100%	100%
Cost		\$675,082	\$396,792
Related Broad Outcome: 2.A Work-Ready and Globally Competitive Workforce			
(Group comprises ABS outputs: PCS 12, PCS 14 and PCS 19)			

CIV 10	Servicing of the Legislative Assembly and Members of the Legislative Assembly	\$1,074,507
Description Servicing of the Legislative Assembly and the Members of the Legislative Assembly including: • Sale of Cayman Laws to the Public • Servicing and supporting sittings of the House • Administrative support and research for the Speaker and MLAs and the local branch of the Commonwealth Parliamentary Association • Management of the Legislative Assembly Building		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of laws sold • Number of sitting days • Number of hours spent on administrative support and research • Number of working days that the Legislative Building is operative	2,000-2,500 30-50 1,000-1,200 220-250	1453 27 935 248
Quality • Laws provided are the current revision or amendment • Papers, agendas and minutes are accurate and reflect decisions • Advice provided by suitably qualified personnel • Building and equipment managed by qualified staff; Security provided by trained security staff	99-100% 75-95% 100% 95-100%	100% 95% 100% 100%
Timeliness • Orders for laws taken at window processed within five minutes; orders received via email/fax/letter processed within 15 minutes • Documents prepared timely for House sittings • Advice and information research provided within three days of request • Legislative Assembly Building facilities are operative every working day	85-95% 100% 75-95% 95-100%	95% 100% 95% 100%
Location Grand Cayman	100%	100%
Cost	\$1,074,507	\$1,008,092
Related Broad Outcomes: 8.A Culture of Good Governance		
(Group comprises ABS outputs: LGL 1, LGL 2, LGL 3, LGL 4)		

CIV 11	Servicing and Support for Her Excellency the Governor	\$788,739
Description Servicing and support for His Excellency the Governor including: • Management of the Government House • Coordination of engagement programmes • Provide support including administrative and accommodations, for the Foreign and Commonwealth Office (FCO) staff in the Governor's Office		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of days of upkeep of Governor's house and grounds • Number of invitations prepared and issued • Number of FCO staff members supported	365 6,000-8,500 3	365 1264 3
Quality • Upkeep of grounds and house are done in compliance with request as set by His Excellency • Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending • All administrative and accommodations expenses are contracted at the most efficient and economic price	95-100% 98-100% 98-100%	100% 100% 100%
Timeliness • Maintenance of house and grounds – items resolved within 1-3 weeks • Invitations to be distributed three weeks prior to function date • Support and accommodations are provided year-round	95-100% 95-100% 95-100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$788,739	\$584,997
Related Broad Outcome: 5: Modern, Smart Infrastructure		
(Group comprises ABS outputs: GOV 1, GOV 2, GOV 3)		

CIV 12	Preservation and Management of Records	\$1,122,151
Description • Identification of vital records and assistance to agencies with securing vital records prior to a disaster. Preservation advice to Government agencies regarding the long term preservation of records and archives • Provision of records management support sessions to ensure that government agencies have the proper recordkeeping infrastructure in place. • Provide access to historical collections to researchers, students and the general public through the preparation of finding aids and the operation of a non-circulation Reading Room service.		
Measures	2013/14 Budget	2012/13 Actual
Quantity • Number of government records conserved • Number of government file requests processed • Number of research inquiries answered	8-10 600-610 200-210	42 966 433
Quality • Conservation treatment conducted within 5 business days or based upon complexity of request by client • All records management tasks carried out in accordance with National Archive and Public Records Law (2010 Revision) and in compliance with international standard ISO 15489 • Research advice provided by qualified archivists	100% 100% 100%	100% 100% 100%
Timeliness • Conservation treatment conducted within 5 business days or based upon complexity of request by client • File requests processed, Monday – Friday, 8:30a.m-5:00p.m. • Research advice produced within 5 working days or as agreed with client	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,221,151	\$1,047,124
Related Broad Outcomes: 4: A More Efficient, Accessible and Affordable Public Service 5: Modern, Smart Infrastructure		
<i>(Group comprises ABS output: CNA 24, CNA 25, CNA 26)</i>		

CIV 13	Maintenance of the Electoral Register	\$424,886
Description Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of electoral registers provided	4	4
Quality Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision)	90-100%	100%
Timeliness Registers produced every quarter	100%	100%
Location Cayman Islands	100%	100%
Cost	\$424,886	\$1,605,402
Related Broad Outcome: 5: Modern, Smart Infrastructure		
(Group comprises ABS output: ELO 1)		

CIV 14	Support for Commissions	\$827,451
Description Provision of research, analytical, operational, policy, strategic and administrative support services to the Human Rights Commission, the Constitutional Commission, the Commission for Standards in Public Life, the Judicial and Legal Services Commission, the Civil Service Appeals Commission, the Anti-Corruption Commission and the Public Police Complaints Commission. - Assist with the continued development and implementation of systems, policies, procedures and in defining the methodology through sound research in accordance with the constitutional and legislative mandates of each Commission. - Continue to assist with developing mechanisms for addressing and handling civil service appeals and public complaints as mandated legislatively and constitutionally for each commission; breaches of the Anti-Corruption Law. - Ensure compliance with the Constitution and other relevant legislation such as the Public Service Management Law/Regulations, the Anti-Corruption Law and the Public Police Complaints Law (2013). - Perform recruitment functions for His Excellency the Governor for those posts listed in Section 106 (4) of the Cayman Islands Constitution Order 2009 (Judges, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post prescribed by law). - Develop, coordinate and implement PR strategies and educational initiatives relevant to each commission. - Further establishment and continued maintenance of the Department as a valued source of information to the public on topics related to oversight and good governance.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of Commissions supported	7	5
Quality Work carried out by qualified staff	100% 100%	100% 100%
Timeliness Work carried out in accordance with the timetable agreed upon with each Commission	100%	100%
Location Grand Cayman	100%	100%
Cost	\$827,451	\$595,612
Related Broad Outcome: 3: A More Secure Community 5: Modern, Smart Infrastructure 12: Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS output: COS 1, COS 2, COS 3)</i>		

CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor	\$310,046
Description - Coordination of official visits and ceremonial occasions - Issuance of Governor's permit, deportation, exclusion orders and processing of submission for the grant of Cayman status - Provision of Administration Services to the Advisory Committee of the Prerogative of Mercy Board (ACPM), the Prison's Inspection Board and the Parole's Commissioners' Board.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of hours spent on providing policy advice - Applications for British Overseas Territories Citizenship - Number of interviews conducted with eligible inmates - Number of inspection reports produced - Number of official visits and events coordinated - Number of deportation and exclusion orders issued - Number of applications processed	1,600-2,000 850 – 1150 35-45 48 4-7 20-25 15-20	N/A N/A N/A N/A N/A N/A N/A
Quality - All personnel providing policy advice is qualified in his/her area of expertise - All interviews conducted in accordance with the prison law - II inspections are conducted by qualified individuals and reports completed in accordance with the prison law - All required activities to be delivered in an efficient and professional manner - All matters are handled in accordance with the immigration law - All applications are processed in accordance with the Cayman Islands Constitution Section 39 and 40	100% 100% 100% 90-100% 100% 100%	N/A N/A N/A N/A N/A N/A
Timeliness - All advice is provided in a timely manner to the Deputy Governor - All interviews completed within timelines set by Deputy Governor's Office - All reports completed within timelines set by Deputy Governor's Office - Arrangements completed in time for each visit or event - All services provided within one day to four weeks - All reports completed within timelines set by Deputy Governor's Office	90-100% 90-100% 90-100% 90-100% 90-100% 90-100%	N/A N/A N/A N/A N/A N/A
Location Cayman Islands	100%	N/A
Cost	\$310,046	\$0
Related Broad Outcomes: 2: A Work-Ready and Globally Competitive Workforce		
(Group Comprises of DGO 1)		

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL INSURANCE COMPANY

CIN 2	Health Insurance for Civil Service Pensioners	\$18,285,000
Description Provision of Health Insurance for Civil Servant Pensioners and their Dependants		
Measures	2013/14 Budget	2012/13 Actual
Quantity Total number of insured persons (Insured = Enrollees + Dependants). Enrollees estimated at 1,096-1,146	1,952-2,002	1,977
Quality All eligible pensioners and dependents are insured who are deemed eligible by the Public Service Pensions Board	98-100%	100%
Timeliness Insurance cards issued within 15 days of notification of eligibility	98-100%	100%
Location Cayman Islands	100%	100%
Cost	\$18,285,000	\$18,285,344
Related Broad Outcome: 6: A Fit and Healthy Population <i>(Group comprises Purchase Agreement output: CIN 2)</i>		

OUTPUT SUPPLIER: EMPLOYEE ASSISTANCE PROGRAMME

NGS 20	Employee Assistance Programme	\$126,000
Description Provision of counseling, consultation and training services to managers, employees and their families.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Counseling sessions provided - Managers/employees trained	450-550 300-400	373 396
Quality Managers/employees rating training effective. Copies of quality assurance survey summaries of all trainings to be provided	90-100%	100%
Timeliness - Counseling commenced within four working days of request - Training provided in accordance with timetable agreed with Training Service Manager	100% 100%	100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$126,000	\$126,000
Related Broad Outcome: 6: A Fit and Healthy Population		
<i>(Group comprises Purchase Agreement output: EAP 1)</i>		

OUTPUT GROUPS TO BE PURCHASED BY THE ATTORNEY GENERAL

OUTPUT SUPPLIER: PORTFOLIO OF LEGAL AFFAIRS

LGA 1	Provision of Legal Advice and Representation	\$2,095,070
Description - Provision of legal advice on civil matters to Government Ministries and Portfolios. - Administer, manage and implement the various forms of international legal assistance available through the Portfolio. Conduct criminal prosecutions and make ancillary applications arising out of international requests for assistance.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours of advice and representation	10,000-10,500	10,200
Quality Qualified Attorneys to provide requested assistance and advice	100%	100%
Timeliness Assistance given within required time line	100%	100%
Location Grand Cayman	100%	100%
Cost	\$2,095,070	\$1,941,577
Related Broad Outcome 1.A More Secure Community <i>(Group comprises ABS output :PLG 16)</i>		

LGA 3	Law Teaching and Publications	\$909,378
Description Provision of law teaching relating to: • 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	2013/14 Budget	2012/13 Actual
Quantity • Number of student - o Attorney of Law Certificate 6-8 15 - o Full –Time LLB degree 60-65 60 - o Part-Time LLB degree 30-35 31 - o Individual courses 2 2 • Attorney of Law Certificate - o Courses provided within academic year 8 8 - o Hours of classroom lecturing per academic year 200 200 • LLB (Hons) - o Modules taught over three academic years 19 19 - o Hours of classroom teaching per module 50 50 - o Hours of classroom lecturing per academic year 950 950 • Number of publications 2-4 4		
Quality Attorney of Law Certificate • Percentage of courses taught by lecturers qualified to teach in the field. 100% 100% • Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council 100% 100% • Peer review of assessment criteria (setting of examinations) by External examiners 90% 90% • Peer review of internal assessment of coursework by external examiners. 90% 90% LLB Degree • Percentage of courses taught by lecturers qualified to teach in the field. 100% 100% • Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool 100% 100% • Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University 90% 90% • Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University 90% 90% Publications • Meet standards required for publication 90% 90%		
Timeliness • Courses offered during each academic year 100% 100% • Research papers are completed on an ongoing basis throughout the calendar year 100% 100%		
Location Grand Cayman Cost	\$909,378	\$752,005
Related Broad Outcome A Centre of Excellence in Education (Group comprises ABS outputs: PLG 26)		

Note: This output is partly subsidized by the general public in the amount of \$720,000 .

LGA 4	Drafting of Legislation	\$766,486
Description Drafting of legislation and regulations for the Government.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of drafting hours	7,000-8,000	6,300
Quality • Work undertaken by qualified and experienced legal drafters • Law revisions accurately reflect amendment laws	100% 100%	100% 100%
Timeliness Laws drafted within the deadlines established by Cabinet	100%	100%
Location Grand Cayman	100%	100%
Cost	\$766,486	\$881,681
Related Broad Outcomes 1.A More Secure Community		
(Group comprises ABS output: PLG 2)		

LGA 5	Policy Advice to the Attorney General	\$959,043
Description Provision of Ministerial Services to support the Attorney General including secretarial administrative, law revision and policy advice.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of hours	7,500-9,000	8,500
Quality • Work undertaken by qualified personnel • Policy advice provided by competent experienced lawyers and other professionals	100% 100%	100% 100%
Timeliness • Correspondence responded to within one week of receipt • Policy advice within the timeframe set by the Attorney General	100% 100%	100% 100%
Location Grand Cayman Cost	\$959,043	\$580,988
Related Broad Outcomes 1.A More Secure Community		
(Group comprises ABS output: PLG 20)		

LGA 6	Financial Intelligence Services	\$682,829
Description		
Provision of financial intelligence services to the Attorney General including: • Receipt of financial intelligence [suspicious activity reports (SARs)] under the Proceeds of Criminal Conduct Law, the Misuse of Drugs Law and anti-terrorism legislation • Handling requests for financial intelligence from overseas counterparts • Appropriately disseminate intelligence to those authorised by law to receive them in a timely manner • Guidance to the industry on money laundering typologies • Statistical reports to the Anti Money Laundering Steering Group (AMLSG) relating to financial intelligence services • Representation of the Cayman Islands in the Egmont Group, CFATF and other international forums		
Measures	2013/14 Budget	2012/13 Actual
Quantity		
• Total number of cases (SARs' and Overseas Requests) received	380-410	392
Breakdown of cases as follows:		
<i>Number of cases analyzed</i>	340-370	219
<i>Number of cases (SARs) received locally</i>	320-330	330
<i>Number of cases (Requests) for financial intelligence from Overseas</i>		
..... <i>Financial Intelligence Units (FIUs)</i>	60-80	62
<i>Number of requests answered within 30 days</i>	54-72	13
<i>Number of requests answered after 30 days</i>	-	31
<i>Number of financial intelligence disclosures to local authorities</i>	75-90	81
<i>Number of cases voluntarily disclosed to overseas FIUs 'and Law</i>		
..... <i>Enforcement Agencies</i>	20-35	22
<i>Number of cases (SARs) in progress at year end</i>	34-42	155
<i>Number of cases (Requests) in progress at year end</i>	6-8	18
• Annual Report produced as per the Proceeds of Criminal Conduct Law (PCCL) • Number of days spent on representation activities	1 10-15	1 13
Quality		
• Case information received , logged into database and kept secure from unauthorized use or disclosure	100%	100%
• Thorough analysis of cases leading to closure by the Director within 90 days (accurate and useful financial intelligence)	90.0%	100%
• Dealings with local authorities and overseas counterparts (including in Egmont Group context) conducted in accordance with the PCCL and operating policies	100%	35.5%
• Annual Report approved by the AMLSG	100%	100%

Timeliness		
• Cases entered into database and acknowledged within four days	90.0%	82.6%
• Cases analysed within 18 days of receipt	90.0%	19.4%
• Cases analysed outside 18 days of receipt	-	48.9%
• Cases reviewed and closed by Director within 90 days of receipt	90.0%	35.5%
• Respond to requests from overseas counterparts within 1 month	90.0%	32.5%
• Turnaround time on financial intelligence to local authorities one week of Director's approval being given	90.0%	47.9%
• Annual Report produced on or before the 30th September as per the Proceeds of Crime Law (PoCL)	100%	100%
Location		
• Grand Cayman	100%	100%
• Various overseas locations	-%	-%
Cost	\$682,829	\$619,461
Related Broad Outcome		
1.A More Secure Community		
<i>(Group comprises ABS output: PLG 21)</i>		

LGA 7	Review and Modernization of Laws	\$456,872
Description The study and review of statutes and other laws comprising the law of the Cayman Islands with a view to its systematic development and reform, including in particular: - the modification of any branch of the law as far as that is practicable - the elimination of anomalies in the law, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the law - the development of new areas in the law with the aim of making them more responsive to the changing needs of Cayman Islands society - the adoption of new or more effective methods for the administration of the law and the dispensation of justice; and - the codification of the unwritten laws of the Cayman Islands		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of review hours	3,400-3,700	3,544
Quality Work undertaken by qualified and experienced lawyers	100%	100%
Timeliness Within the deadlines agreed by members of the Commission	100%	100%
Location Grand Cayman	100%	100%
Cost	\$456,872	\$418,219
Related Broad Outcomes 1.A More Secure Community		
(Group comprises ABS output: PLG 24)		

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

OUTPUT SUPPLIER: DIRECTOR OF PUBLIC PROSECUTIONS

DPA 1	Prosecution and International Co-operation	\$2,741,187
Description Provision of prosecution services relating to criminal matters.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of cases for which legal rulings provided - Number of cases prosecuted - Number of request of assistance from Authority	1,200 - 1,400 900 -1,100 20-30	1,503 4,224 21
Quality - Availability of qualified Crown Counsel - Percentage of indictments that were drafted correctly and did not required revision - Percentage of indictments that were successfully lodged - Percentage of times that disclosures provided to the defense was satisfactory to the expectations of the end-user	100% 100% 100% 95%	100% 100% 100% 95%
Timeliness - Percentage of rulings within specified time - Percentage of advice given within specified time - Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day - Percentage of prosecution undertaken within a given period or as required - Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing - Percentage of Preliminary Bundles prepared within time specified the court - Percentage of times hearings are accomplished within time set for such hearings	100% 98% 100% 100% 95% 100% 95%	100% 98% 100% 100% 95% 100% 95%
Location Grand Cayman	100%	100%
Cost	\$2,741,187	\$2,723,981
Related Broad Outcome: 3 A More Secure Community		
(Group Comprises ABS output: DPP1 and DPP 2)		

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

OUTPUT SUPPLIER: JUDICIAL ADMINISTRATION

JAD 1	Administrative Support to the Judiciary	\$995,910
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 ESO 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	2013/14 Budget	2012/13 Actual
Quantity • Number of judgments prepared • Number of statistical reports • Number of transcripts for appeals • Number of Law Reports in library	75-150 1 75-100 3,700-4,000	75-150 1 75-100 3,700-4,000
Quality • Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions • Statistical reports are accurate and subject to peer review • Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions • Order Law Reports, catalog material, and track books borrowed from Library	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Judgments are prepared in accordance with Judges request • Statistic report available by January 1st annually • Transcripts are prepared within 2-4 weeks of appeals being lodged • Library opens 9am - 4:30pm on Monday-Friday	100% 100% 100% 100%	100% 100% 100% 100%
Location Courts Office, Grand Cayman		
Cost	\$995,910	\$899,018
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS output JUD 1)		

JAD 2	Support for Court Proceedings	\$3,853,623
Description Administrative Support for the Conduct of Civil and Criminal proceedings, administration of legal aid, management of Courts and Administration of Drug Rehabilitation Court (DRC).		
Measures	2013/14 Budget	2012/13 Actual
Quantity		
• Legal Aid Certificates Issued	200-225	210
• Legal Aid Taxation Certificates Issued	500-1,000	500-1,000
• Court room services provided to five court rooms by:	500-1,000	500-1,000
o Marshals	9	9
o Court room reporters	4	4
• Number of files prepared	1200-1500	1200-1500
• Number of Gazette Notices prepared	50-100	50-100
• Number of Civil appeals prepared	15-50	15-50
• Number of Criminal appeals prepared	25-75	25-75
• Number of Grand Court cases prepared	500-1,00	500-1,00
• Number of Court documents served	170-200	170-200
• Number of Maintenance Summonses prepared	300-350	300-350
• Number of Civil cases processed including summary court	220-260	220-260
• Number of Divorce cases processed	350-500	350-500
• Number of Probate and Administration processed	250-350	250-350
• Number of Financial Service Division cases processed	80-200	80-200
• Number of charges prepared	150-250	150-250
• Number of bundles prepared	5,000-8,000	5,000-8,000
• Number of inquests held	25-50	25-50
• Number of indictments processed	5-15	5-15
• Number of Juvenile Court Cases processed	75-200	75-200
• Number of Youth Court cases processed	40-100	40-100
• Number of Jurors Summoned	75-200	75-200
• Number of DRC applications processed	400-500	400-500
• Number of DRC Provisional Orders made	50-100	50-100
• Number of DRC Prescribed Treatment Programme Orders Made	25-75	25-75
• Number of DRC graduates	15-40	15-40
• Number of U/A's	20-30	20-30
• Number of DRC Team meeting	500-1,000	500-1,000
	5-10	5-10
Quality		
• Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law	100%	100%
• Court room personnel to be prepared and in attendance before the start of court each day	90%	100%
• Appeal bundles prepared in accordance with the relevant Law	100%	100%
• Court documents: to be served and executed in accordance with the rules of the relevant court and convention	100%	100%
• Administration of the Maintenance and Affiliation Law (child and spouse support) summonses prepared accurately and in accordance with the relevant laws and procedures	100%	100%
• Charges and summonses signed in accordance with the Criminal Procedure Code	100%	100%
• Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team	80%	100%

Timeliness • Legal Aid notification certificate issued and sent out with-in 5 working days • Files delivered to courtroom at least ½ hour before court sitting • Files prepared within 2-5 working days based on urgency • Bundles prepared before the relevant court session • Court documents served within 14 days • Summonses for child & spousal support issued within 1week • Charges and Summonses filed within 1-5 working days based on urgency • Applications processed within 14 days	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	80%	100%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac		
Cost	\$3,853,523	\$3,641,221
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS output JUD7, JUD15, JUD 16, JUD1 7)</i>		

JAD 3	Collection of Revenue	\$160,169
Description The collection and receipting of Revenue in JEMS in accordance with Laws and court orders for Court Fines, Traffic Tickets, Court Fees, Notary Public Fees, Bailiff Fees, Legal Practitioners Fees, and Law Firm Operational Licences.		
Measures	2013/14 Budget	2012/13 Actual
Quantity Number of Receipts Issued	12,000 – 18,000	12,000-18,000
Quality - Amount receipted equates to funds received - Judicial Financial Stamp applied to original receipt - Funds received in JEMS posted to IRIS	100% 100% 100%	100% 100% 95%
Timeliness - Money received deposited to the bank within one working day - Money posted from JEMS to IRIS by the end of the current month	100% 100%	100% 100%
Location Kirk House, Grand Cayman, Government Administration, Cayman Brac	100%	100%
Cost	\$160,169	\$134,667
Related Broad Outcome: 12. Equity and Justice in a Society that Values the Contributions of all <i>(Group comprises ABS output JUD 2)</i>		

JAD 4	Financial Management of Court Funds	\$317,286
Description Collection (receipting) and distribution (payments) made of funds receipted in JEMS for Family Support, Court Trust, Compensations, Cash Bonds, and Nominated Accounts as prescribed by court order(s).		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of Receipts Issued - Number of Payments Issued - Financial Statement Issued - Number of nominated accounts - Number of General accounts	7,500 – 9,500 8,000 – 10,000 1 75-100 1,000-1,500	7,500 – 9,500 8,000 – 10,000 1 75-100 1,000-1,500
Quality - Amount receipted equates to funds received - Amount paid equated amount receipted - Judicial Financial Stamp applied to original receipt - All monies collected recorded accurately and in accordance with Public Management and Finance Law (2005 Revision) and Direction of the Financial Secretary	100% 100% 100% 100%	100% 90% 100% 100%
Timeliness - Money received deposited to the bank within one working day - Payments made with-in two working days of court order time - Money posted from JEMS to IRIS by the end of the current month - Annual Financial Statement to be prepared in accordance with Finance Regulations, 2004	100% 100% 100% 100%	95% 95% 100% 60%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac		
Cost	\$317,286	\$308,353
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS output JUD 13)</i>		

OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY

HEA 8	Autopsy and Coroner Services	\$240,000	
Description Autopsies and Coroner services.			
Measures		2013/14 Budget	2012/13 Actual
Quantity Number of autopsies and coroner services		65-70	65-70
Quality In accordance with standard industry professional practice		100%	100%
Timeliness Throughout the year		100%	100%
Location Grand Cayman		100%	100%
Cost		\$240,000	\$200,000
Related Broad Outcome A More Secure Community			
(Group comprises Purchase Agreement output: HSA 22)			

OUTPUT SUPPLIER: VARIOUS LAW FIRMS

NGS 2	Legal Aid Services	\$2,500,000
Description Provision of legal representation for persons eligible under the Legal Aid Law		
Measures	2013/14 Budget	2012/13 Actual
Quantity Attorney Hours	5,000-7,500	5,000-7,500
Quality - Appearance in Court as required - Undertake duties in a professional manner and make appropriate representations in accordance with the relevant Law - Relevant document clear and accurate	100% 100% 100%	100% 100% 100%
Timeliness Throughout the year in accordance with the listing of cases and the Court schedule	100%	100%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac	100%	100%
Cost	\$2,500,000	\$1,665,000
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		

OUTPUT GROUPS TO BE PURCHASED BY THE PUBLIC ACCOUNTS COMMITTEE

OUTPUT SUPPLIER: CAYMAN ISLANDS AUDIT OFFICE

ADO 2	Services to the Legislative Assembly and its Committees	\$650,000	
Description Audit reports and advice to the Public Accounts Committee (PAC) and other Legislative Committees			
Measures		2013/14 Budget	2012/13 Actual
Quantity - Number of reports issued reports to the Legislative Assembly - Number of audits in progress / partial reports at year end Support Services to National Hurricane Committee (NHC) and Hazard Management: - Number of Memos of Understanding (MOU) and Hazard Management Plan updated - Logistics Support System (LSS) training session for distribution of international aid - Relief support services for a disaster provided		6-8 1-3 4 1 0-1	4 7 1 0 0
Quality - Issued reports reviewed and signed off by Audit Manager and/or Auditor General - Request client's comments on the draft reports and amend the final report if necessary - Report recommendations are agreed to by PAC - MOUs and Hazard Mgmt plan agreed to and signed off by the Auditor General - LSS training evaluation rated as good to very good by the participants - Relief support services provided to the standards required by Hazard Management Cayman Islands		100% 100% 80-100% 100% 80-100% 80-100%	100% 100% N/A 100% N/A% N/A%
Timeliness - Auditor General Reports become public documents within two weeks of submission to the Speaker of the Legislative Assembly - All reports are publically available through website within two days after becoming a public document. - MOUs signed off by mid June and Hazard Management Plan by May 31 - LSS Training session in May - Relief Support services provided within two days of the disaster		100% 100% 100% 100% 80-100%	100% 100% 0% 0% N/A%
Location Cayman Islands and Client premises internationally		100%	100%
Cost		\$650,000	\$568,000
Related Broad Outcome 8. Culture of Good Governance			
(Group comprises ABS outputs: AUD 2 & AUD 8)			

OUTPUT GROUPS TO BE PURCHASED BY THE OVERSIGHT COMMITTEE OF THE LEGISLATIVE ASSEMBLY

OUTPUT SUPPLIER: COMPLAINTS COMMISSIONER

TCC1	Public Interest Investigations	\$651,468
Description		
Investigations of written complaints includes:		
- Enquiries, advice and guidance to the public that do not result in a formal investigation - Investigate written complaints made regarding injustice caused by improper, unreasonable or inadequate administrative conduct on the part of any Ministry/Portfolio and respective department, unit and section, Government owned company and statutory authority; and - Undertake public interest investigations - Monitor the implementation of the recommendations of the report of the Commissioner and the timescales specified in the report of action to be taken; and - Provide Special Reports to the Legislative Assembly where no adequate action has been made to remedy the injustice or evidence found of breach of duty, or criminal offence.		
Measures	2013/14 Budget	2012/13 Actuals
Quantity		
Number of Enguiries, Complaints referred to Internal Complaints Processes (ICP's), and ICP's Monitored	200-350	29
Number of written complaints	30-60	99
Number of public interest investigations/reports	1-3	1
Number of recommendations to be monitored	20-50	21
Number of special reports delivered to the Clerk of the Financial Oversight Committee of the Office of the Complaints Commissioner	2	2
Quality		
All early resolution complaints to be investigated by suitably qualified and trained staff..	100%	100%
All reports to be signed off by the Complaints Commissioner or Acting Commissioner	100%	100%
All complaints investigated in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	100%	100%
All monitoring carried out by suitably qualified and trained staff	100%	100%
All reports to be signed off by the Complaints Commissioner or the Acting Commissioner	80-100%	100%
All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	80-100%	100%

Timeliness • All Enquires to be answered within five working days • Decision to investigate complaint and if accepted, commencement of investigation of complaint within one month • All investigations to be completed within four months of the investigation being commenced • All reports/public interest investigations to be completed within five months of request • Monitoring carried out on an on-going basis until recommendations are substantially implemented, or withdrawn or until they are included in a special report to the legislative assembly • Special Reports submitted to the Clerk of the Legislative Assembly Committee within one month of the Complaints Commissioner determining that no adequate action has been undertaken or evidence found of breach of duty or criminal office	90-100%	100%
	95-100%	100%
	80-100%	100%
	80-100%	100%
	80-100%	100%
	80-100%	100%
Location Cayman Islands	100%	100%
Cost	\$651,468	\$664,892
Related Broad Outcomes 3.A Culture of Good Governance		
<i>(Group comprises ABS output: OCC 1,2)</i>		

TCC 2	Policy Advice and Public Education Outreach	\$88,210
Description Provision of policy advice on matters within the scope of activities of the Office of the Complaints Commissioner. - Public Education Outreach program to establish the presence of the OCC including: - Community events- to educate the public of the role of the OCC to safeguard the community in its dealings with government agencies e.g. Heritage days, special events. - Public meetings – to foster public administration within government agencies ensuring that the principles and practices of public administration are sensitive and responsive to the interest of the public. Trainings to be also held in Cayman Brac/Little Cayman; International Ombudsmen to provide training to entities. - media appearances/newsletters update of small claims book.		
Measures	2013/14 Budget	2012/13 Actuals
Quantity - Number of meetings attended to provide strategic advice - Number of reports including statistical information - Number of Anti-Corruption Law task force meeting attended - Number of events attended - No. of Public meetings held - No. of media appearances and updates.	1-4 1-4 1—5 10-12 1-5 10-15	4 4 6 10 4 15
Quality - Agenda and Minutes accurately reflect the decisions made and are vetted and amended by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner. - All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports - All reports will be prepared with due processional care and will define issues clearly and succinctly as directed by the Commissioner - Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff - All material presented will be in compliance with the OCC Law - All meetings will be informative and contribute to public discussion on the work of the OCC. - All material to be approved by the Commissioner prior to release.	100% 100% 100% 100% 80-100% 80-100% 80-100%	100% 100% 100% 100% 100% 100% 100%

Timeliness - Attendance at meetings by the Commissioner or delegate within the agreed time frame when meetings are called - Agenda and Minutes are prepared and distributed as per the deadlines set by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner - Reports processed in accordance with the guidelines and within the time frames established by the Chairman of the Oversight Committee and the Commissioner - All events will be held within a specified period. - Meetings to be held quarterly, - Appearances and updates to be done twice a year	95-100%	100%
	95-100%	100%
	95-100%	100%
	80-100%	100%
	80-100%	100%
	80-100%	100%
Location Cayman Islands	100%	100%
Cost	\$88,210	\$29,741
Related Broad Outcomes 3.A Culture of Good Governance		
<i>(Group comprises ABS output: OCC 3,5)</i>		

OUTPUT SUPPLIER: INFORMATION COMMISSIONER

FIL 1	Compliance with Freedom of Information Legislation	\$770,720
Description The Information Commissioner's Office (ICO) reports to the Legislative Assembly, with its primary purpose being to serve as an external appellate body under the Freedom of Information Law. The ICO will process, investigate and hear appeals; monitor public authorities to ensure that they are in compliance with the Law and that the public's rights under the law have been upheld, and promote FOI within the Cayman Islands.		
Measures	2013/14 Budget	2012/13 Actual
Quantity - Number of hours available to hear, investigate and decide on appeals - Number of hours available to monitor Public Authorities (as defined by FOI Law), to produce reports to the Legislative Assembly, to conduct investigations of public entities and make recommendations for reform both of a general nature and directed at specific public bodies - Number of hours available to plan promotional activities and to promote public awareness of FOI	2,000-2,500 1,000-1,500 2,000-2,500	2,000-2,500 1,000-1,500 2,000-2,500
Quality - Appeals processed in accordance with internal policies and procedures developed in accordance with the Law. - All public authorities monitored in compliance with the Information Commissioner's requirements, Investigations carried out in accordance with ICO procedures and an annual report produced on the operation of this Law during the year. - Promotional activities approved by the Information Commissioner	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Timeliness - Appeals processed within timelines established in internal policies and procedures - Reports received and analyzed within three months of the reporting date; Investigations completed in accordance with timelines in ICO policies and procedures; Annual report presented to the Legislative Assembly as soon as practicable after accounts have been ; and Recommendations for Law review reviewed annually. - Public awareness of FOI will be carried out on a monthly basis	90-100% 90-100% 95-100%	90-100% 90-100% 95-100%
Location Cayman Islands		
Cost	\$770,720	\$585,628
Related Broad Outcomes: 9 Restoring Prudent Fiscal Management		
(Group comprises ABS output: ICO 1)		

TRANSFER PAYMENTS FOR 2013/14

Transfer of Payments is made without any expectation of something received directly in return. They differ from outputs purchase where payments are made for the delivery of outputs.

Cabinet intends to make \$33.2million in Transfer of Payments during the 2013/14 financial year in the categories below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 Actual \$
TP 12	Tourism Scholarships <i>Payments to Tourism Scholarship recipients</i> Number of persons assisted 2013/14: 35-40 Number of persons assisted 2012/13: 35	615,000	596,439
TP 13	Miss Cayman Scholarship <i>Scholarship prize for Miss Cayman winners</i> Number of persons assisted 2013/14: 1-2 Number of persons assisted 2012/13: 1	20,000	1,729
TP 27	Pre-School Educational Assistance <i>Pre-school education grants for students who qualify for financial assistance</i> Number of persons assisted 2013/14: 230-240 Number of persons assisted 2012/13: 230-240	713,800	713,800
TP 30	Local, and Overseas Scholarships and Bursaries <i>Scholarships and bursaries awarded by the Education Council to support education at local and overseas tertiary institutions</i> Number of persons assisted 2013/14 overseas: 425-450 Number of persons assisted 2012/13 overseas: 392 Number of persons assisted 2013/14 local: 650-700 Number of persons assisted 2012/13 local: 607	10,762,690	9,315,610
TP 41	Poor Relief Payments <i>Permanent and financial assistance payments to the elderly and disabled</i> Number of persons assisted 2013/14: (945-1000) Number of persons assisted 2012/13: (971)	6,260,000	6,048,550
TP 43	Poor Relief Vouchers <i>Short and Medium term financial assistance to indigent persons through the provision of poor relief vouchers</i> Number of persons assisted 2013/14: (1100-1500) Number of persons assisted 2012/13: (1,299)	1,500,000	1,468,034
TP 44	Temporary Poor Relief Payments for Young Parents Programme (YPP) Students <i>Temporary financial assistance to Young Parents Programme (YPP) students</i> Number of persons assisted 2013/14: (20-30) Number of persons assisted 2012/13: (25)	30,000	18,200
TP 45	Youth After Care Payments <i>Financial assistance payments for After Care for Youth.</i> Number of persons assisted 2013/14: (6) Number of persons assisted 2012/13: (6)	60,000	22,300
TP 46	Emergency Relief Payments <i>Emergency relief financial assistance payments</i> Number of persons assisted 2013/14: (40-50) Number of persons assisted 2012/13: (40-50)	30,000	17,141

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 Actual \$
TP 47	Ex-Gratia Benefit Payments to Seamen <i>Benefit payments to recipients of Seamen Ex-Gratia benefits</i> Number of persons assisted 2013/14: (800-823) Number of persons assisted 2012/13: (810-830)	5,429,556	5,400,644
TP 48	Benefit Payments to Ex-Servicemen <i>Payments to recipients of Ex-Servicemen benefit</i> Number of persons assisted 2013/14: (180-200) Number of persons assisted 2012/13: (180-200)	1,221,000	1,245,750
TP 49	Youth Programmes and Other Non-Governmental Organisations <i>Assistance for youth related programmes by Churches and other non-governmental organizations.</i> Number of organizations assisted 2012/13: (Budget) Number of organizations assisted 2011/12: (Forecast)	215,654	215,654
TP 50	Pre-School Assistance <i>Pre-school education grants for students who qualify for financial assistance</i> Number of persons assisted 2013/14: (120-125) Number of persons assisted 2012/13: (120)	150,000	131,435
TP 51	Other Educational Assistance <i>Grants awarded to institutions/individuals for projects/programmes to meet student's needs that are not provided for through traditional and/or mainstream educational provision. Also to include support of special projects/educational events.</i>	233,362	233,362
TP 52	Young Nation Builders Scholarship Fund	2,250,000	
TP 53	Other Youth, Sports and Cultural Programme Assistance • Cayman Islands Softball Association • Cayman Athletic Sports Club • Childhood Obesity Task Force • Other Youth, Sports and Culture Programmes/Events	425,460	625,460
TP 55	Interest on Loans - Public Servants	8,400	16,129
TP 56	Employment Initiatives <i>Grants awarded to various agencies to support the implementation of employment initiatives.</i>	562,766	484,766
TP 57	Children and Family Services Support • Support towards medical assistance, utilities, clothing, furniture, and other client needs • Foster Care Programme	581,938	581,938
TP 58	Support for Services of the Red Cross <i>Annual grant to the Red Cross to continue to provide vital services to the community</i>	70,000	58,500
TP 60	Housing Assistance <i>Minor housing repairs and other assistance</i>	148,458	N/A
TP 61	Student Enrichment and Support Services <i>Grants awarded to various institutions to support extended after-school programmes</i>	554,850	554,850
TP 63	Support to Local Business Associations	65,000	15,600

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 Actual \$
TP 64	Law Enforcement Equipment Services <i>Complimentary services and Equipment for Law Enforcement</i>	340,000	N/A
TP 69	Support for the Bridge Foundation <i>Support assistance for substance abuse rehabilitation</i>	60,000	N/A
TP 67	Sports and Cultural Tourism Programmes Assistance	500,000	N/A
TP 66	Sister Islands Home Repairs Assistance	375,000	N/A
TOTAL		33,182,933	

FINANCING EXPENSE FOR 2013/14

Financing Expenses related to the servicing of government borrowings (public debt). It consists of interest costs and any other operating cost relating to government borrowings or loans made.

Listed below is the category of Financing Expense that the Cabinet intends to make during for the 2013/14 financial year.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
FE 3	Interest on Public Debt	31,377,000	32,841,376

OTHER EXECUTIVE EXPENSES FOR 2013/14

Other Executive Expenses are any government expenditure that do not relate to Outputs, Transfer payments or Financing Expenses. These expenses do not relate to the activity of a particular Ministry or Portfolio but instead relate to the activities of H.E. the Governor, The Premier, Speaker of the Legislative Assembly, Deputy Governor, Deputy Premier, Cabinet Ministers, Elected Members of the Legislative Assembly and the Judiciary.

Cabinet intends to make \$32.5 million in Other Executive Expenses during the 2013/14 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
OE 1	Personal Emoluments for the Judiciary <i>Salary, personal allowances, health care and pension contributions for Chief Justice, three Judges and three Magistrates</i>	2,067,990	2,030,628
OE 2	Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor <i>Salary, personal allowances and (where relevant) pension contributions for H.E. the Governor, Premier, Deputy Premier, Speaker, Cabinet Ministers, Elected Members of the Legislative Assembly and Deputy Governor</i>	3,251,833	2,809,412
OE 4	Judiciary Expenses <i>Expenditure relating to members of the Judiciary including entertainment expenses, training, travel, recruitment expenses and security services</i>	501,000	536,067
OE 5	Constituency Allowance <i>Constituency allowances for Members of the Legislative Assembly</i>	574,920	444,600
OE 9	Caribbean Economic Community (CARICOM) Fees <i>Annual Contributions to CARICOM</i>	152,000	147,091
OE 11	Subscription to Caribbean Examinations Council <i>Annual subscription to Caribbean Examinations Council for local Registrar</i>	13,455	13,455
OE 12	University of the West Indies Membership Levy <i>Annual membership payment to the University of the West Indies</i>	103,312	103,312
OE 14	Caribbean Food and Nutrition Institute Subscription <i>Annual subscription to Caribbean Food and Nutrition Institute for information on nutrition based health programmes</i>	2,500	2,500
OE 15	Pan American Health Organisation Subscription <i>Annual subscription to Pan American Health Organisation (PAHO)</i>	18,000	18,000
OE 16	Caribbean Health Research Council Subscription <i>Annual subscription to Caribbean Health Research Council support medical research in the Caribbean.</i>	5,000	5,000

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
OE 17	Caribbean Epidemiology Centre Subscription <i>Annual subscription</i>	15,000	15,000
OE 19	Ex-Gratia Recipients Plan Payments	1,200,000	1,000,000
OE 25	Settlement of Court Order <i>Continuing payment of settlement to a former civil servant as a result of a judgment made by the Privy Council</i>	110,000	105,471
OE 26	Personal emoluments for the Attorney General	180,419	
OE 27	Past Service Pension Liability Payments <i>Payment to the Pension Funds for past service liability of the Government</i>	11,400,000	16,888,094
OE 43	Depreciation of Judicial Executive Assets <i>Depreciation of Executive Assets managed by Judicial Administration (Court House Building)</i>	92,000	90,991
OE 48	Depreciation of the Portfolio Civil Service Executive Assets <i>Depreciation of Executive Assets for which the Deputy Governor is responsible (Legislative Assembly Building)</i>	180,000	180,000
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	500,000	
OE 57	Executive Bank Charges <i>Bank charges</i>	27,000	20,906
OE 65	Court of Appeal Expenses <i>Emoluments, travel and accommodation for a panel of four Court of Appeal Judges</i>	431,000	340,378
OE 66	United Nations Caribbean Environmental Program <i>Regional Trust fund for the Implementation of the Action Plan for the Caribbean Environment Programme</i>	8,000	8,000
OE 71	Commonwealth Parliamentary Association	95,000	162,613
OE 77	Depreciation of Planning, Agriculture, Housing and Infrastructure	9,693,966	N/A
OE 78	Depreciation of Ministry of Home and Community Affairs Executive Assets-Community Affairs <i>Depreciation of Executive Assets managed by Minister of Community Affairs</i>	27,000	22,519
OE 81	World Anti-Doping Agency	6,000	6,000
OE 82	Regional Anti-Doping Organisation	4,000	4,000
OE 86	Compensation	519,000	530,510
OE 87	Default on Paloma Government Guaranteed Loan Scheme	70,000	77,153
OE 89	Voluntary Separation Programme	500,00	0
OE 91	Depreciation of District Administration, Tourism and Transport Executive Assets	733,732	N/A
TOTAL		32,482,129	

OWNERSHIP ACTIONS FOR 2013/14

The Government also plans to use a series of Ownership Actions to achieve its strategic outcome priorities. These measures are outlined below.

Cabinet has also agreed with each Ministry, Portfolio, Statutory Authority and Government Company, the Ownership's performance that it expects from that organisation. Details of the specific ownership performance for each Ministry and Portfolio can be found in the Annual Budget Statement of the relevant Ministry of Portfolio.

Details of the specific ownership performance of each Statutory Authority and Government Company can be found in the Ownership Agreement of the relevant organisation.

EQUITY INVESTMENT

Equity Investments are Government's investment in Statutory Authorities and Government Companies, Ministries Portfolio and other organisations in which it holds an equal interest. These investments are made wither to fund the purchase of assets by the entity or in a few instances, to provide shareholder support where the organisation runs operating losses.

Cabinet intends to make some \$40.2 million in Equity Investments during the 2013/14 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
EI 1	Cayman Airways Limited <i>Equity injection to cover debt servicing</i>	5,100,000	5,100,000
EI 4	Cayman Islands Development Bank <i>Equity investment to restructure debt</i>	1,500,000	1,000,000
E1 12	Ministry of Education, Employment and Gender Affairs Construction and ancillary costs of new school(s) project; minor capital works; other capital purchases and minor capital works	2,900,000	15,643,247
EI 11	Ministry of Home Affairs <i>Equity investment for purchase of entity assets</i>	2,868,278	2,000,000
EI 19	Complaints Commissioner Purchase of office equipment	25,000	N/A

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
EI 21	Judicial Administration	180,000	50,000
EI 23	Cayman Islands National Museum <i>Purchase of warehouse to store collection</i>	240,000	N/A
EI 29	Health Services Authority <i>Purchases of medical equipment and Building projects</i>	850,000	1,932,974
EI 34	Portfolio of Legal Affairs <i>Security system, library books, vehicles</i>	332,000	128,221
EI 36	Cabinet Office	69,000	N/A
EI 49	Cayman Turtle Farm (1983) Limited <i>Equity Investment to fund Loan Repayments and operational losses</i>	10,290,000	10,500,000
EI 50	Cayman Islands National Insurance Company	2,657,411	N/A
EI 53	Ministry of Health, Sports, Youth, and Culture <i>Equity Injection to purchase entity assets</i>	6,206,406	300,000
EI 54	Ministry of Home and Community Affairs-Community Affairs <i>Equity Investment to purchase entity assets</i>	115,000	156,000
EI 57	National Housing Development Trust	2,992,238	2,946,884
EI 60	Director of Public Prosecutions <i>library books and leasehold improvements</i>	72,000	127,332
EI 61	Information Commissioners Office	3,000	N/A
EI 67	Ministry of Financial Services, Commerce and Environment <i>Equity investment for purchase of entity assets</i>	333,675	N/A
EI 68	Ministry of District Administration, Tourism and Transport <i>Purchase of Assets for Cayman Brac</i>	100,000	N/A
EI 69	Port Authority of the Cayman Islands <i>Equity Injection for Cruise Berthing Facility Project</i>	1,000,000	N/A
EI 70	Ministry of Finance and Economic Development	1,796,489	165,000
EI 71	Ministry of Planning, Lands, Agriculture, Housing and Infrastructure <i>Equity investment for purchase of entity assets</i>	542,575	840,000
TOTAL		40,173,083	

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

Executive Assets are assets controlled directly by Cabinet and include crown lands, roads, public buildings and heritage assets. Executive Assets do not include assets used by Ministries and Portfolios to produce their outputs.

Cabinet intends to make some \$ 10.3 million in Executive Assets Purchase/Constructions during the 2013/14 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
EA 4	Land Purchase	450,000	982,653
EA 8	Repairs to the Abattoir Building	70,000	N/A
EA 9	Land Purchase: Gazetted Claims	875,000	819,748
EA 30	Cemetery Vaults-Grand Cayman	100,000	100,000
EA 36	Miscellaneous Road Surface Upgrades	5,250,000	1,599,419
EA 37	Farm Roads	100,000	N/A
EA 55	Cayman Brac and Little Cayman Roads <i>Northside Road, Southwest Bluff Road, Light House Road, Hemmington/KPT Road and Northside Road (Little Cayman)</i>	1,050,000	1,268,162
EA 60	Cayman Brac: Bluff Playfield <i>Continue Development and Construction of Changing Room facility</i>	550,000	249,101
EA 78	Government Office Accommodation Project 1	700,000	661,346
EA 95	Cemetery Vaults – Cayman Brac & Little Cayman <i>To construct new vaults at Cayman Brac and Little Cayman cemeteries</i>	20,000	17,890
EA 125	Cayman Brac Emergency Shelter <i>Design work; Site Prep and commence Phase 1</i>	500,000	1,040,940
EA 136	Cemetery Development-Bodden Town	250,000	654,304
EA 137	Cayman Brac Farm Wells	25,000	10,430
EA 138	Cayman Islands Environmental Centre	375,000	
EA 139	Little Cayman Boat Launch Ramp	25,000	N/A
TOTAL		10,340,000	

LOANS MADE

Cabinet intends to make approximately \$ 0.7 million in Loans Made during the 2013/14 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
LM 1	Civil Service Mortgage Loans	75,000	35,089
LM 3	Personnel Loans	85,000	0
LM 4	Overseas Medical Advances	276,000	137,622
LM 10	Save the Home Mortgage Fund	19,000	139,498
LM 11	Settlement of Loans	275,000	N/A

BORROWINGS

Cabinet intends to undertake the following short-term borrowings during the 2013/14 financial year.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2013/14 BUDGET \$	2012/13 ACTUAL \$
BO 10	Central Government Bank Overdraft Facility	46,000,000	66,000,000

SCHEDULE OF APPROPRIATIONS REQUESTED FOR 2013/14

Appropriations to the Premier

Appropriation Reference Number		Appropriation Name	Appropriation Amount \$
Output Groups			
CBO 1		Development and Coordination of Government Policy	847,410
CBO 2		Cabinet Support and Servicing	601,290
CBO 9		Protocol Services	470,835
CBO 11		Freedom of Information and Data Protection Coordination	128,115
CBO 17		Information Services Provided to Other Government Agencies	1,101,611
CBO 20		Advice and Assistance to the Premier and Administration of the Premier's Office	732,890
CBO 21		Broadcasting of Public Information and On Air Programmes	1,041,573
Equity Investments			
EI 36		Cabinet Office	69,000

Appropriations to the Minister of Home and Community Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
HCA 1	Policy Advice and Ministerial Services on Home Affairs Matters	2,518,139
HCA 2	Licensing Services	431,264
HCA 3	Enforcement of Immigration Laws	1,405,496
HCA 4	Processing Status and Permanent Residency Applications	567,945
HCA 5	Immigration Entry and Extension	3,356,751
HCA 6	Entry Documents and Passports	2,425,598
HCA 7	Incident Response	1,775,410
HCA 8	Security Services	1,284,887
HCA 9	National Disaster Preparedness and Response Services	1,105,693
HCA 10	Police Criminal Justice Services	861,548
HCA 11	Prison Services	10,140,783
HCA 12	Correctional Supervision, Intervention and Support Services	6,672,382
HCA 14	Protection and Investigative Services	31,796,301
HCA 15	Emergency Domestic Fire Services	6,089,948
HCA 17	Aerodrome Fire Services	4,427,399
HCA 20	Technology Support Services	6,701,504
HCA 24	Services Provided by the London Office	663,372
HCA 27	Policy Advice and Support to the Minister of Community Affairs	1,240,206
HCA 28	Administration of Community Assistance Programmes	5,072,474
HCA 29	Public Education on Social Issues	276,148
HCA 30	Counselling and Support Services	4,807,379
HCA 31	Supervision and Support of Children	1,827,451
HCA 32	Community Development Services	490,769
CAY 2	Children and Youth Services (CAYS) Foundation	2,178,000
NDC 1	Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	552,958
NGS 38	Services for Refugees	270,000
NGS 63	School Lunch and Uniform Programmes	476,700
NGS 64	Care of the Indigent, Elderly and Disabled Persons	1,400,000
NGS 65	General Programmes and Children's Services	117,180
NGS 66	Foster Care for Children	225,000

Appropriations to the Minister of Home and Community Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
NGS 67	Community Programmes	116,250
NGS 68	Rental Accommodation for Persons in Need	1,600,000
NGS 70	Burial Assistance for Indigents	150,000
NGS 71	Support for Battered Women and Children	300,000
NGS 72	Therapeutic Services for Young Persons	25,000
Transfer Payments		
TP 41	Poor Relief Payments	6,260,000
TP 43	Poor Relief Vouchers	1,500,000
TP 44	Temporary Poor Relief for Young Parents Programme (YPP) Students	30,000
TP 45	Youth After Care Payments	60,000
TP 46	Emergency Relief Payments	30,000
TP 47	Ex-Gratia Benefit Payments to Seamen	5,429,556
TP 48	Benefit Payments to Ex-Servicemen	1,221,000
TP 50	Pre-School Assistance	150,000
TP 57	Children and Family Services Support	581,938
TP 58	Support for Services at the Red Cross	70,000
TP 60	Housing Assistance	148,458
TP 64	Law Enforcement Equipment Services	340,000
TP 69	Support for the Bridge Foundation	60,000
Other Executive Expenses		
OE 57	Executive Bank Charges	6,000
OE 78	Depreciation of Ministry of Home and Community Affairs Executive Assets-Community Affairs	27,000
Equity Investments		
EI 11	Ministry of Home and Community Affairs - Home Affairs	2,868,278
EI 54	Ministry of Home and Community Affairs - Community Affairs	115,500

Appropriations to the Minister of District Administration, Tourism and Transport

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
DAT 1	Advice and Support to the Minister of District Administration, Tourism and Transport	2,131,540
DAT 2	Government Services in Cayman Brac and Little Cayman	3,259,890
DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman	4,487,563
DAT 4	Governance and Administrative Services	203,089
DAT 5	Inspection, Testing and Licensing Services	482,124
DAT 6	Public Education Programmes	906,376
DAT 7	Tourism Public Relations	1,675,504
DAT 8	Tourism Advertising Activities	7,114,345
DAT 9	Tourism Sales and Promotion	4,023,527
DAT 10	Tourism Marketing	1,655,088
DAT 11	Support for Local Tourism Providers	1,844,867
DAT 12	Collection of Coercive Revenue	635,066
DAT 13	Weather Forecast Services	1,131,642
DAT 14	Public Transport Services	431,773
CAL 1	Strategic Domestic Air Services	2,848,928
CAL 2	Strategic Tourism, Regional and Core Air Services	14,956,872
TAB 1	Management of Pedro St. James National Historic Site	887,437
TAB 2	Management of Queen Elizabeth II Botanic Park	689,422
TAB 3	Annual Pirates Week Festivals and Events	295,012
TAB 4	Management of Cayman Islands Craft Market	130,324
TAB 5	Management of Hell Attraction	31,360
SIH 1	Sister Islands Affordable Housing Programme	74,485
NGS 1	Organize, Administer and Execute the Cayman Islands Fishing Tournament	32,382
NGS 3	Organization of Batabano Festival	20,960
NGS 7	Management of Small Business Development	270,000
NGS 57	Gardening Projects and Landscaping	3,565
Transfer Payments		
TP 12	Tourism Scholarships	615,000
TP 13	Miss Cayman Scholarship	20,000
TP 66	Sister Islands Home Repairs Assistance	375,000
TP 67	Sports and Cultural Tourism Programmes Assistance	500,000
Other Executive Expenses		
OE 91	Depreciation of District Administration, Tourism and Transport Executive Assets	733,732

Appropriations to the Minister of District Administration, Tourism and Transport

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Equity Investments		
EI 1	Cayman Airways Limited	5,100,000
EI 49	Cayman Turtle Farm (1983) Limited	10,290,000
EI 68	Ministry District Administration, Tourism, and Transport	100,000
EI 69	Port Authority of the Cayman Islands	1,000,000
Executive Assets		
EA 55	Cayman Brac and Little Cayman Roads	1,050,000
EA 60	Cayman Brac: Bluff Playfield	550,000
EA 95	Cemetery Vaults – Cayman Brac and Little Cayman	20,000
EA 125	Cayman Brac Emergency Shelter	500,000
EA 137	Cayman Brac Farm Wells	25,000
EA 139	Little Cayman Boat Launch Ramp	25,000

Appropriations to the Minister of Planning, Lands ,Agriculture, Housing and Infrastructure

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
PAH 1	Advice and Support to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure	2,320,934
PAH 2	Emergency Response Services	109,357
PAH 3	National Mail Service	1,514,735
PAH 4	Management of Public Recreational Facilities and Cemeteries	1,345,390
PAH 5	Agriculture Regulatory Services	1,564,643
PAH 6	Agriculture Development Services	421,426
PAH 7	Garden and Decorative Services	106,876
PAH 8	Management of Special Projects	882,566
PAH 9	Management of Land Information	2,931,873
PAH 10	Management of Government Properties	12,936,301
PAH 11	Procurement and Maintenance of Government Fleet	4,655,656
PAH 12	Handling of Dangerous Substances	223,146
PAH 13	Provision of Planning Services	56,135
PAH 14	Management of Planning Applications	2,986,103
PAH 15	Administration of Temporary Housing Initiative	54,298
PAH 16	Licensing of Drivers and Vehicles	4,887
PAH 17	Services to Farmers	2,104,472
ERA 6	New License and Existing License Negotiations	32,200
ERA 9	Management of the Solicitation Process for New Generation	66,800
ERA 11	Advice on the Establishment of an Energy Policy for the Cayman Islands	21,000
ICT 8	Drafting Instructions for the Development of Legislation	30,532
ICT 9	Management of KY Internet Domain	120,062
ICT 10	Collection and Verification of Licence Fees	100,383
ICT 11	Policy Advice	43,757
ICT 12	Education of Local Businesses and the General Public on ICT Issues	8,215
ICT 13	Regional and International Representation	42,602
NHT 4	Administration of the Affordable Housing Initiative	210,035
NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	231,035
NHT 6	Administration of the New Affordable Housing Initiative	204,035
NRA 5	Planning and Development of New Public Roads	400,000
NRA 6	Grand Cayman District Roads Programme	500,000
NRA 7	Policy Advice	10,000
NRA 8	Storm Water Management and Mitigation of Tidal Inundation	100,000
NRA 9	Routine Maintenance of Public Roads	1,270,000

Appropriations to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
NRA 10	Government Street Lighting Programme	1,500,000
NRA 11	Pavement Management and Other Roads Asset Management Programmes	70,000
NGS 24	Spaying and Neutering of Dogs and Cats	18,600
Other Executive Expenses		
OE 77	Depreciation of Planning, Lands, Agriculture, Housing and Infrastructure	9,693,966
Equity Investments		
EI 57	National Housing Development Trust	2,992,238
EI 71	Ministry of Planning, Lands, Agriculture, Housing and Infrastructure	542,575
Executive Assets		
EA 4	Land Purchase	450,000
EA 8	Repairs to the Abattoir Building	70,000
EA 9	Land Purchase: Gazetted Claims	875,000
EA 36	Miscellaneous Road Surface Upgrades	5,250,000
EA 37	Farm Roads	100,000
EA 78	Government Office Accommodation Project 1	700,000
EA 136	Cemetery Development-Bodden Town	250,000
EA 138	Cayman Islands Environmental Centre	375,000

Appropriations to the Minister of Financial Services, Commerce and Environment

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
FSC 7	An Internationally Competitive Financial Services Industry	2,232,713
FSC 8	A Business Climate Conducive to Local Commerce	325,639
FSC 9	A Jurisdictional Reputation that Attracts Appropriate Business / Investment	368,223
FSC 10	A Robust, Efficient Regime for the Registration of Corporate and Vital Information, and the Licensing of Businesses	2,511,143
FSC 11	Fair Competition in Domestic Commercial activity	278,753
FSC 12	Ministry Strategy, Communications and Operations Support	1,290,465
FSC 13	Environmental Services and Research	2,661,492
AOA 1	Auditors Oversight	315,000
CMA 3	Registration of Marine Vessels, Advice and Assistance	223,567
CMA 5	Long Range Identification and Tracking of Ships	85,000
DVB 1	Administration of Lending for Human Resource Development	127,132
DVB 2	Administration of Lending for Micro and Small Businesses Development	156,025
DVB 3	Administration of Mortgage Lending	243,160
MOA 6	Regulation of the Cayman Islands Currency	1,400,000
MOA 8	Collection of Fees	300,000
MOA 12	Regulation of the Financial Services Industry	6,310,000
MOA 13	Assistance to Overseas Regulatory Authorities	980,000
MOA 14	Policy Advice and Ministerial Services	875,000
NGS 74	Preservation of Natural Environments and Places of Historic Significance	470,000
Transfer Payments		
TP 63	Support to Local Business Associations	65,000
Other Executive Expense		
OE 66	United Nations Caribbean Environmental Programme	8,000
Equity Investments		
EI 4	Cayman Islands Development Bank	1,500,000
EI 67	Ministry of Financial Services, Commerce and Environment	333,675

Appropriations to the Minister of Finance and Economic Development

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
FED 1	Policy Advice and Ministerial Services	1,792,159
FED 2	Governance and Administrative Services	256,871
FED 3	Collection of Coercive Revenue	3,530,478
FED 4	Preparation and Publication of Statistical Reports	1,279,091
FED 5	Financial Reporting and Management Services	4,170,646
FED 6	Processing and Inspection of Aircrafts, Vessels and Cargo	5,322,396
FED 7	Identification and Investigation of Customs Offences	1,125,463
FED 8	Patrolling of Coastal Waters by Customs	212,893
FED 9	Administration and Processing of Applications	551,891
FED 11	Monitoring and Reporting on the Economy	202,627
CIN 1	Health Insurance for Seamen and Veterans	8,754,000
Transfer Payments		
TP 55	Interest on Loans - Public Servants	8,400
Other Executive Expenses		
OE 9	Caribbean Economic Community (CARICOM) Fees	152,000
OE 27	Past Service Pension Liability Payments	11,400,000
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	500,000
OE 57	Executive Bank Charges	21,000
OE 86	Compensation	519,000
OE 87	Default on Paloma Government Guaranteed Loan Scheme	70,000
Equity Investments		
EI 50	Cayman Islands National Insurance Company	2,657,411
EI 70	Ministry of Finance and Economic Development	1,796,489
Loans Made		
LM 1	Civil Service Mortgage Loans	75,000
LM 3	Personnel Loans	85,000
LM 4	Overseas Medical Advances	276,000
LM 10	Save the Home Mortgage Fund	19,000
LM 11	Settlement of Loans	275,000
Financing Expense		
FE 3	Interest on Public Debt	31,101,770
Borrowing		
BO 10	Central Government Bank Overdraft Facility	46,000,000

Appropriations to the Minister of Education, Employment and Gender Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
EGA 1	Policy Advice, Governance and Ministerial Support Services	4,659,819
EGA 2	Job Placement and Employer Support Activities	835,418
EGA 3	Employment Regulatory Activities	1,050,724
EGA 4	Public Library Services	1,672,541
EGA 5	Primary Education Services	21,222,069
EGA 6	Secondary Education Services	24,874,918
EGA 7	Education Services for Students with Special Needs	6,542,702
EGA 8	Facilities Maintenance and Procurement Services	7,065,040
EGA 9	Training and Support for Adults with Disabilities	1,313,733
EGA 10	Education Evaluation and Support Services	4,618,459
CCO 1	Teaching of Tertiary, Level Professional and Vocational Programmes	3,905,980
CDB 1	Government Scholarship Funding Programme (YNBP)	48,451
NGS 25	Teaching of Tertiary Education Courses	90,000
NGS 27	Supervision of Pre-School Children	54,000
NGS 34	Primary and Secondary Education by Private Schools	1,530,000
NGS 76	Autism Diagnostics and Sexual Trauma Recovery Programme	44,617
NGS 77	Music Therapy Services	59,661
NGS 79	K9 Security Services	31,500
Transfer Payments		
TP 27	Pre-School Educational Assistance	713,800
TP 30	Local and Overseas Scholarships and Bursaries	10,762,690
TP 51	Other Educational Assistance	233,362
TP 52	Young Nation Builders Scholarship Fund	2,250,000
TP 56	Employment Initiatives	562,766
TP 61	Student Enrichment and Support Services	554,850
Other Executive Expense		
OE 11	Subscription to Caribbean Examinations Council	13,455
OE 12	University of the West Indies Membership Levy	103,312
Equity Investments		
EI 12	Ministry of Education, Employment and Gender Affairs	2,900,000

Appropriations to the Minister of Health, Sports, Youth and Culture

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
HES 1	Policy Advice and Ministerial Services	1,907,428
HES 2	Health Regulatory Services	961,582
HES 4	Sports Coaching and Training Programmes	3,824,494
HES 5	Youth Education, Mentorship and Community Activities	651,760
HES 7	Collection, Recycling and Disposal of Waste	3,064,272
HES 8	Public Health Services	1,310,879
HES 9	Environmental Health Monitoring Services	382,957
HES 10	Emergency Response Services	138,293
HES 11	Mosquito Control Services	5,726,652
HEA 2	Medical Care for Indigents	11,710,956
HEA 6	Medical Services in Cayman Brac and Little Cayman	3,365,060
HEA 10	Ambulance Services	2,230,124
HEA 11	Services at District Health Clinics	2,512,626
HEA 12	Mental Health Services	2,059,221
HEA 16	Geriatric Services	815,364
HEA 17	Medical Care Beyond Insurance Coverage/Un-Insured	1,760,000
HEA 18	School Health Services	1,913,774
HEA 19	Medical Care for Chronic Ailments	1,025,608
HEA 20	Public Health Programmes	1,106,822
HEA 21	Medical Internship Programme	362,000
MUS 4	Collection and Preservation of Significant Material Evidence	159,691
MUS 5	Museum Facilities, Exhibitions and Displays	585,534
MUS 6	Provision of Policy and General Advice on Museum Matters	141,948
NCF 7	Arts and Culture Preservation, Documentation and Promotion	115,774
NCF 8	National Festivals and Stage Productions	475,321
NCF 9	Training and Support for Artists	88,299
NAG 1	Visual Art Exhibitions and Collection	433,882
TAB 6	Cultural Programme	9,626
NGS 4	HIV/AIDS and First Aid Public Education Programmes	25,024
NGS 47	Mentoring Cayman Programme	10,426
NGS 53	Palliative Care Nursing	55,607
NGS 54	Social Marketing for Prevention of HIV/AIDS	50,046

Appropriations to the Minister of Health, Sports, Youth and Culture

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
NGS 55	Tertiary Care at Various Local and Overseas Institutions	14,000,000
NGS 58	Elite Athletes Programme	192,987
NGS 59	Youth Development Programmes	66,767
NGS 60	Sports Programmes	712,195
NGS 61	Other Sports and Cultural Programmes	55,558
NGS 80	Elite Athletes Transfer Programme	22,938
NGS 81	Young Nation Building Fund - Transition Funding	42,000
Transfer Payments		
TP 49	Youth Programmes and Other Non-Governmental Organisations	215,654
TP 53	Other Youth, Sports and Cultural Programme Assistance	425,460
Other Executive Expenses		
OE 14	Caribbean Food and Nutrition Institute Subscription	2,500
OE 15	Pan American Health Organisation Subscription	18,000
OE 16	Caribbean Health Research Council Subscription	5,000
OE 17	Caribbean Epidemiology Centre Subscription	15,000
OE 81	World Anti-Doping Agency	6,000
OE 82	Regional Anti-Doping Organisation	4,000
Equity Investments		
EI 23	Cayman Islands National Museum	240,000
EI 29	Health Services Authority	850,000
EI 53	Ministry of Health, Sports, Youth and Culture	6,206,406
Executive Asset		
EA 30	Cemetery Vaults - Grand Cayman	100,000

Appropriations to the Deputy Governor

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
CIV 1	Policy Advice to the Head of the Civil Service	622,096
CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies	950,332
CIV 3	Management of Public Sector Reform	278,633
CIV 7	Civil Service College	448,706
CIV 8	Human Resource Services	675,082
CIV 10	Servicing of the Legislative Assembly and Members of the Legislative Assembly	1,074,507
CIV 11	Servicing and Support for Her Excellency the Governor	788,739
CIV 12	Preservation and Management of Records	1,122,151
CIV 13	Maintenance of the Electoral Register	424,886
CIV 14	Support for Commissions	827,451
CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor	310,046
CIN 2	Health Insurance for Civil Service Pensioners	18,285,000
NGS 20	Employee Assistance Programme	126,000
Other Executive Expenses		
OE 2	Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,251,833
OE 5	Constituency Allowance	574,920
OE 19	Ex-Gratia Recipients Plan Payments	1,200,000
OE 25	Settlement of Court Order	110,000
OE 48	Depreciation of Portfolio of Civil Service Executive Assets	180,000
OE 71	Commonwealth Parliamentary Association	95,000
OE 89	Voluntary Separation Programme	500,000

Appropriations to the Attorney General

Appropriation Reference Number	Appropriation Name	Appropriation Amount
Output Groups		
LGA 1	Provision of Legal Advice and Representation	2,095,070
LGA 3	Law Teaching and Publications	909,378
LGA 4	Drafting of Legislation	766,486
LGA 5	Policy Advice to the Attorney General	959,043
LGA 6	Financial Intelligence Services	682,829
LGA 7	Review and Modernization of Laws	456,872
Other Executive Expenses		
OE 26	Personal Emoluments for the Attorney General	180,419
Equity Investments		
EI 34	Portfolio of legal Affairs	332,000

Appropriations to Cabinet on behalf of the Office of the Director of Public Prosecutions

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Group		
DPA 1	Prosecution and International Co-operation	2,741,187
Equity Investments		
EI 60	Director of Public Prosecutions	72,000

Appropriations to Cabinet on behalf of the Chief Justice

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
JAD 1	Administrative Support to the Judiciary	995,910
JAD 2	Support for Court Proceedings	3,853,623
JAD 3	Collection of Revenue	160,169
JAD 4	Financial Management of Court Funds	317,286
HEA 8	Autopsy and Coroner Services	240,000
NGS 2	Legal Aid Services	2,500,000
Other Executive Expenses		
OE 1	Personal Emoluments for the Judiciary	2,067,990
OE 4	Judiciary Expenses	501,000
OE 43	Depreciation of Judicial Executive Assets	92,000
OE 65	Court of Appeal Expenses	431,000
Equity Investments		
EI 21	Judicial Administration	180,000

Appropriations to the Public Accounts Committee

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Group		
ADO 2	Services to the Legislative Assembly and its Committee	650,000

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
TCC 1	Public Interest Investigations	651,468
TCC 2	Policy Advice and Public Education Outreach	88,210
Equity Investments		
EI 19	Complaints Commissioner	25,000

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Group		
FIL 1	Compliance with Freedom of Information Legislation	770,720
EI 61	Information Commissioner's Office	3,000

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**SECTION B – FORECAST
FINANCIAL STATEMENTS FOR
THE CENTRAL GOVERNMENT**

**FOR THE YEAR ENDING
30TH JUNE 2013**

All figures are stated in \$000s

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**STATEMENT OF RESPONSIBILITY FOR THE FORECAST FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDING 30 JUNE 2014**

The forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2012 Revision). The forecast financial statements report the planned financial transactions for the Core Government and the Entire Public Sector reporting entities for the 2013/14 year.

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

The forecast financial statements incorporate the fiscal and economic implications of all Government decisions and circumstances as at 4 October 2013.

I accept responsibility, based on the Statement of Assurance provided by the Financial Secretary and the Accountant General dated 4 October 2013, for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge, the forecast financial statements:

- a. are complete and reliable;
- b. fairly reflect the forecast financial position at 30 June 2014 and performance for the year ending 30 June 2014;
- c. include all policy decisions and other circumstances that have, or may have, a material effect on the forecast statements; and
- d. comply with generally accepted accounting principles.

Hon Marco S Archer
Minister for Finance & Economic Development

4 October 2013

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CORE GOVERNMENT FINANCIAL STATEMENTS

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GOVERNMENT OF THE CAYMAN ISLANDS				
SCHEDULE OF ASSETS AND LIABILITIES				
AS AT 30 JUNE 2014				
STATEMENT OF FINANCIAL POSITION	Notes	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
AS AT 30 JUNE 2014		\$000	\$000	\$000
Current Assets				
Cash and cash equivalents	2	161,980	117,067	104,605
Marketable securities and deposits		0	0	0
Trade receivables	3	34,406	24,948	25,225
Other Receivables	3	14,213	5,177	20,398
Inventories	4	3,707	3,489	2,786
Investments	5	0	0	0
Prepayments	6	8,960	3,092	3,109
Loans	7	1,018	1,238	6,988
Surplus Receivable		0		
Total Current Assets		224,284	155,011	163,111
Non-Current Assets				
Trade receivables	3	300	0	0
Other receivables	3	0	0	0
Inventories	4			
Investments	5	1,905	2,497	1,792
Prepayments	6	0		
Loans	7	3,388	30,978	27,244
Pension Plan Surplus				
Net Worth - Ministries & Portfolios		0		0
Net Worth - Public Entities	10	300,737	272,928	258,724
Net Worth - Exec Orgs Entities				
Property, plant and equipment	8	1,663,794	1,690,801	1,015,417
Intangible Assets	9	3,287	3,706	0
Other non-financial assets				
Total Non-Current Assets		1,973,411	2,000,910	1,303,177
Total Assets		2,197,695	2,155,921	1,466,288
Current Liabilities				
Trade payables	11	38,435	24,974	32,137
Other payables and accruals	11	34,586	38,236	60,091
Bank Overdraft	2	0	0	13,259
Unearned revenue	12	24,059	22,585	22,386
Employee entitlements	13	6,731	6,772	10,994
Surplus Payable		0		
Dividends Payable		0		0
Current Portion of Borrowings	1	25,373	26,269	25,929
Total Current Liabilities		129,184	118,836	164,796
Non-Current Liabilities				
Trade payables	11	0	0	0
Other payables and accruals	11	945	176	0
Unearned revenue	12	0	0	0
Employee entitlements	13	121	108	97
Unfunded pension liability	14	178,323	207,083	198,410
Unfunded post retirement health care		0		0
Currency Issued		0		0
Long Term portion of Borrowings	1	523,493	549,620	573,358
Other Non-current Liabilities		0		
Total Non-Current Liabilities		702,882	756,987	771,865
Total Liabilities		832,066	875,823	936,661
Net Assets		1,365,629	1,280,098	529,627
NET WORTH				
Reserves	15	106,798	95,821	94,361
Revaluation reserve		659,909	685,691	0
Current Year Surplus		100,336	63,320	1,815
Other Accumulated surpluses/(deficits)		498,586	435,266	433,451
Total Net Worth		1,365,629	1,280,098	529,627

STATEMENT OF FINANCIAL PERFORMANCE	Notes	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
AS AT 30 JUNE 2014		\$000	\$000	\$000
Revenue managed on behalf of Cabinet				
Coercive Revenue	16	612,060	560,036	487,721
Sales of Goods & Services	18	31,852	58,326	55,531
Investment revenue	19	567	658	418
Donations	20	61	409	4,368
Other revenue	17	124	136	37
Total Revenue managed on behalf of Cabinet		644,664	619,565	548,075
Expenses managed on behalf of Cabinet				
Personnel costs	21	237,643	238,871	224,348
Supplies and consumables	22	90,874	87,428	98,779
Depreciation	8	27,091	24,316	20,955
Amortisation of intangible assets	9	882	718	0
Finance costs	23	31,377	33,187	33,468
Litigation costs	24	508	1,210	328
Outputs from Statutory Authorities & Government Companies	26	100,725	110,852	101,656
Outputs from Non-Governmental Suppliers	27	25,167	26,000	28,910
Transfer Payments	28	33,183	31,728	30,822
Other (Gains)/losses	25	(1,876)	(764)	(1,649)
Other Operating expenses	29	3,737	4,357	5,796
Total Expenses managed on behalf of Cabinet		549,311	557,903	543,413
Core Government Net Surplus/(Deficit)		95,353	61,662	4,662
(Profit)/Loss on Statutory Authorities & Government Companies		(4,983)	(1,658)	2,847
Entire Public Sector Net Surplus/(Deficit)		100,336	63,320	1,815

FOR THE YEAR ENDED 30 JUNE 2014	Notes	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
CASH FLOWS FROM OPERATING ACTIVITIES		\$000	\$000	\$000
<i>Receipts</i>				
Coercive Receipts		612,975	563,787	479,793
Outputs to other government agencies		2,062	1,950	1,875
Sale of goods and services - third party		28,325	54,560	49,551
Interest received		578	287	446
Donations / Grants received		61	2,381	4,363
Other receipts		1,986	750	737
<i>Payments</i>				
Personnel costs		(238,230)	(239,507)	(222,160)
Supplies and consumables		(91,819)	(85,358)	(93,218)
Outputs from public authorities		(100,725)	(106,662)	(101,656)
Outputs from non-governmental organisations		(26,662)	(23,493)	(28,910)
Transfer payments		(33,183)	(31,968)	(30,823)
Financing/interest payments		(31,505)	(33,423)	(33,663)
Other payments		(4,964)	(4,448)	(6,084)
Net cash flows from operating activities	30	118,899	98,856	20,251
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>Cash received</i>				
Proceeds from sale of property, plant and equipment		0	0	6
Proceeds from sale of Loans/investments		683	4,483	146
Receipt of Dividends/Capital withdrawal to Org 40 from SAGC		4,318	2,979	0
<i>Cash Used</i>				
Purchase of property, plant and equipment		(27,267)	(31,270)	(64,159)
Purchase of Loans/investments		(730)	(998)	(1,592)
Equity injection paid to public authorities		(24,630)	(22,025)	(19,592)
Net cash flows from investing activities		(47,626)	(46,831)	(85,191)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of Borrowings		(26,360)	(26,304)	(25,929)
Net cash flows from financing activities		(26,360)	(26,304)	(25,929)
Net increase/(decrease) in cash and cash equivalents		44,913	25,721	(90,869)
Cash and cash equivalents at beginning of period		117,067	91,346	182,215
Cash and cash equivalents at end of period	2	161,980	117,067	91,346

GOVERNMENT OF THE CAYMAN ISLANDS				
STATEMENT OF CHANGES IN NET WORTH				
FOR THE YEAR ENDED 30 JUNE 2014				
	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2012	94,361		435,266	529,627
Restated balance	94,361	0	435,266	529,627
Changes in net worth for 2012/13				
Gain/(loss) on property revaluation		685,691		685,691
Reserves Transfer	1,460			1,460
Net revenue / expenses recognised directly in net worth	1,460	685,691	0	687,151
Surplus/(deficit) for the period 2012/13			63,320	63,320
Total recognised revenues and expenses for the period	1,460	685,691	63,320	750,471
Balance at 30 June 2013 carried forward	95,821	685,691	498,586	1,280,098
	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2013 brought forward	95,821	685,691	498,586	1,280,098
Changes in net worth for 2013/14				
Restated balance	95,821	685,691	498,586	1,280,098
Changes in net worth for 2013/14				
Gain/(loss) on property revaluation		(25,782)		(25,782)
Reserves Transfer	10,977			10,977
Net revenue / expenses recognised directly in net worth	10,977	(25,782)	0	(14,805)
Surplus/(deficit) for the period 2013/14			100,336	100,336
Total recognised revenues and expenses for the period	10,977	(25,782)	100,336	85,531
Balance at 30 June 2014	106,798	659,909	598,922	1,365,629

Note 1 Statement of Borrowings					
Government of the Cayman Islands					
Statement of Borrowings Maturity Profile					
For Year Ended 30 June 2014					
	Core Government Loans	Self Financing loans	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	\$000	\$000	\$000	\$000	\$000
Local Currency Debt					
Not later than one year	0	0	0	0	0
Between one and two years	0	0	0	0	0
Between two and five years	0	0	0	0	0
Later than five Years	0	0	0	0	0
Total Local Currency Debt	0	0	0	0	0
Foreign Currency Debt (state in \$CI)					
Not later than one year	25,281	92	25,373	26,269	25,929
Between one and two years	54,709	187	54,896	25,280	25,929
Between two and five years	396,393	191	396,584	89,497	79,838
Later than five years	71,198	815	72,013	434,843	467,591
Total Foreign Currency Debt	547,581	1,285	548,866	575,889	599,287
Total Outstanding Debt	547,581	1,285	548,866	575,889	599,287
Net Public Debt	547,581	1,285	548,866	575,889	599,287

Statement of Borrowings		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
	\$000	\$000	\$000	\$000
Foreign Currency Debt				
<i>Central Government loans</i>				
The Cayman Islands Government Securities Law, 2003	163,200	36,449	46,051	54,672
2003 Bond Issue				
Principal amount is US\$163.2 million. Issue date of the Bond was 8th April 2003 with a final maturity date of 8th April 2018. Interest is payable at a fixed rate of 5.3% per annum over the 15 year life of the Bond. Interest and principal is repaid semi-annually in April and October.				
2009 Notes Issue	312,000	261,300	261,300	261,300
Principal amount is US\$312 million. Issue date of the Bond was 19 November 2009 with a final maturity date of 19 November 2019. Interest is payable semi-annually at a fixed rate of 5.95% per annum over the 10 year life of the Bond. The face amount of notes are payable in full at maturity 19 November 2019.				
FirstCaribbean International Bank (Cayman) Limited	9,600	0	800	1,600
Loan Law 8 of 2003 - General Financing of CIG Activities				
Loan of US\$9,600,000 repayable over 10 years .				
Repayments of US\$480,000 and interest at Libor + Libor margin to be repaid semi-annually commencing 30th December 2004. converted to a fixed rate loan 30 June 2005 at an interest rate of 5.02% pa.				
FirstCaribbean International Bank (Cayman) Limited	18,000	801	1,601	2,402
The Loan (No. 2) Bill, 2003				
Construction Works - Prospect Primary & National Archives Building				
Loan Agreement of US\$18,000,000. Initial Drawdown of US\$9,606,300 on 30 June 2004 amortised over 10 years with semi-annual payments of interest + Principal US\$480,315.83 commencing 30th December 2005; converted from a libor rate loan to a fixed rate loan				

Statement of Borrowings				
FirstCaribbean International Bank (Cayman) Limited	15,600	727	1,454	2,181
Loan Law 5 of 2004				
Road Works				
Loan of US\$15,600,000 with an initial drawdown of US\$8,722,650.00 on 30th June 2004. US\$8,722,650 amortised over 10 years with semi-annual payments of interest + Principal US\$436,132.50 commencing 30th December 2005: converted to a fixed rate loan on 1 J				
FirstCaribbean International Bank (Cayman) Limited	18,000	1,500	3,000	4,500
Loan Agreement #10090596 of US\$74,399,940.48 with an initial drawdown of US\$17,999,985.60 on 30th June 2005 US\$17,999,985.60 amortised over 10 years at fixed rate of interest of 4.8475% pa with quarterly payments of Principal US\$449,999.64 + interest				
FirstCaribbean International Bank (Cayman) Limited	28,800	10,400	12,000	13,600
Loan Agreement of US\$74,399,940.48 with a second drawdown of US\$28,800,000.00 on 23 November 2005 amortised over 15 years at a fixed interest rate of 5.58% pa with quarterly payments of interest + Principal US\$480,000.00 commencing 28 February 2006				
FirstCaribbean International Bank (Cayman) Limited	12,000	1,667	2,778	3,889
Loan Agreement of US\$74,399,940.48 with a third drawdown of US\$11,999,999.40 on 14 December 2006 amortised over 15 years at 3 month libor rate + margin with quarterly payments of interest + Principal US\$333,333.00 commencing 14 March 2007. Converted to a fixed rate loan for 5 years from 14 Dec 08 to 14 Dec 13 at an interest rate of 3.2% pa.				
FirstCaribbean International Bank (Cayman) Limited	156,000	1,625	3,250	4,875
Loan Agreement of US\$74,399,940.48 with a fourth drawdown of US\$15,599,964.48 on 29 June 2007 amortised over 8 years at 3 month libor rate + margin with quarterly payments of interest + Principal US\$487,498.89 commencing 28 September 2007. Converted to a fixed rate loan for 5 years from 29 Dec 08 to 29 Dec 2013 at 2.82% pa.				

Statement of Borrowings				
FirstCaribbean International Bank (Cayman) Limited	63,000	32,375	35,875	28,165
The final drawdown of US\$62,999,949.60 on Loan Agreement of US\$155,759,875.39 was drawn on 27th June 2008. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US\$1,050,000 plus interest commencing 24 Oct 08. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				
Statement of Borrowings				
FirstCaribbean International Bank (Cayman) Limited	45,600	23,433	25,967	28,500
A second draw down in the amount of US\$45,599,963.52 on Loan Agreement of US\$155,759,875.39 was drawn on 24 June 2008 at 1 month libor plus 0.50% margin. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US\$760,000 plus interest commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				
FirstCaribbean International Bank (Cayman) Limited	47,160	22,925	25,545	39,375
Facility in the amount of US\$155,759,875.39 (CI\$129.8million @ 0.833334) with an availability period of 12 months. Bridge Loan of CI\$16m drawdown 26 Oct 07, CI\$7.3m drawdown on 23 Nov 07 and a third drawdown of CI\$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs with 1/4ly payts of Principal US\$786,000 plus interest commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa.				
FirstCaribbean International Bank (Cayman) Limited	185,074	154,228	154,228	154,228
15 - Year fixed rate loan of US\$185,074,000 advanced on 19 April 2011 at an interest rate of 5.44% p.a. Semi-annual payments of interest only commencing 19 October 2011 with Principal payments of US\$9,253,700 plus interest to commence 19 October 2016.				
Tourism Attractions Board	5,370	152	492	0
PEDRO ST. JAMES				
Caribbean Development Bank #08/OR-CAY				
PEDRO ST. JAMES HERITAGE PROJECT				
Loan 8/OR-CI US\$5,790,000 repayable over 12 years at variable interest rates commencing in the year 2001. As at 5 March 2001 US\$5,369,720 had been drawdown leaving US\$420,280 which was duly cancelled by Caribbean Development Bank.				
Total Central Government loans	1,079,404	547,582	574,341	599,287

<i>Note 1 Statement of Borrowings</i>					
Statement of Borrowings			Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
		Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
<i>Self Financing loans</i>		\$000	\$000	\$000	\$000
European Investment Bank					
1981 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 330,000 ECUs repayable over 30 years commencing 1st May, 1990 at interest of 1% per annum on outstanding balance.	ECU 330	75	100		
European Investment Bank					
1987 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 658,000 ECUs repayable over 30 years commencing 5th November 1997 at interest of 1% per annum on outstanding balance.	ECU 658	337	407		
University College of the Cayman Islands					
European Investment Bank					
1989 CAYMAN ISLANDS COMMUNITY COLLEGE <u>Soft Loan of 1,500,000 ECUs repayable over 30 years commencing 15th October, 1999 at interest of 1% per annum on outstanding balance.</u>	ECU 1,490	872	1,041		
Total Self Financing loans			1,284	1,548	0
Total Gross Public Debt			548,866	575,889	599,287

Note 2 Cash & Cash equivalents

Description (overdraft as negative)	Foreign Currency	Exchange Rate	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
US \$ Operational Current Account	8,395	0.8375	7,031	1,500	0
CI\$ Cash in transit (IRIS Remittance Account)	8,297	1.0000	8,297	0	0
CI\$ Cash in Hand	585	1.0000	585	3,566	0
CI \$ Operational Current Account	32,327	1.0000	32,327	14,559	1,629
Bank Overdrafts	0	0.8375	0	0	(13,259)
Other Short Term Investments	102,057	1.0000	102,057	97,442	102,976
MLAT KYD Bank Account	5,365	1.0000	5,365	0	0
MLAT USD Bank Account	2,656	0.8375	2,224	0	0
CI\$ Payroll Account	2,994	1.0000	2,994	0	0
ForCayman Investment Alliance	1,100	1.0000	1,100	0	0
TOTAL			161,980	117,067	91,346

Note 3 Trade & other receivables

Trade Recivables	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Coercive Revenue	16,431	0	0
Outputs to other government agencies	1,628	926	8,994
Sale of goods and services	25,232	32,487	24,696
Less: provision for doubtful debts	(8,585)	(8,465)	(8,465)
Total trade receivables & other receivables	34,706	24,948	25,225

Other Receivables	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Advances (salary, Official Travel, etc)	89	274	134
Dishonoured cheques	987	866	763
Dividend receivable	150	0	0
Interest receivable	57	146	47
Statutory Authorities & Government Companies	1,285	0	0
Other	13,516	5,630	19,777
Other Non-Current Assets	8	0	0
Less: provision for doubtful debts	(1,879)	(1,739)	(323)
Total other receivables	14,213	5,177	20,398

	Trade Receivables	Other Receivables	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Current					
Past due 1-30 days	27,102	14,213	41,315	30,125	45,623
Past due 31-60 days	848	0	848		
Past due 61-90 days	85	0	85		
Past due 90 and above	6,371	0	6,371		
Non-Current					
Past due 1 year and above	300	0	300		
Total	34,706	14,213	48,919	30,125	45,623

Movements in the provision of doubtful debts are as follows:

Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Balance at 1 July	(10,204)	(8,788)	(3,453)
Additional provisions made during the year	(260)	(1,416)	(5,335)
Total	(10,464)	(10,204)	(8,788)

Note 4: Inventories						
Description	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Inventory held for use in the provision of goods and services	418	0	418	500	1,189	
Inventory held for sale	3,289	0	3,289	2,989	1,597	
TOTAL INVENTORIES	3,707	0	3,707	3,489	2,786	
Note 5: Investments in Associates						
Investment	Date of Acquisition	Holding	Particulars	Cost	Currency	Market Value
SAGICOR	1-Sep-05	0	Shares in lieu of insurance settlement	20,000	CI \$	1,905
Total						1,905
Note 6: Prepayments						
Description	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Accrued Prepayments	2,616	0	2,616	1,312	2,510	
Prepaid Insurance	6,335	0	6,335	1,780	599	
Other	9	0	9	0	0	
Total	8,960	0	8,960	3,092	3,109	

Note 7 Loans Made						
	Loan Description	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Overseas Medical loans	0	12,906	12,906	12,987	13,132
	Personal loans to staff	146	0	146	13	24
	Civil Service Mortgages to staff	64	236	300	750	508
	Student loans	275	0	275	275	280
	Loans to Statutory Authorities and Government Companies	330	454	784	7,500	17,903
	Loans to farmers	203	0	203	202	210
	Home School Association	0	0	0	74	74
	Other Loans	0	3,226	3,226	10,415	2,424
	Save The Mortgage	0	2,206	2,206	0	0
	Provision outstanding loans	0	(15,640)	(15,640)	0	(323)
	BALANCE AS AT 30 JUNE	1,018	3,388	4,406	32,216	34,232
	<i>Appropriations</i>					
	Loans Made	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12		
	LM 1 - Civil Service Mortgages to staff	75	33	35		
	LM 3 - Personal loans to staff	85	0	0		
	LM 4 - Overseas Medical loans	276	66	138		
	LM 10 - Save the Home Mortgage Fund	19	2,047	135		
	LM 11 - Settlement Loans	275	0	0		
	Total trade receivables & other receivables	730	2,146	308		

Note 8: Property, plant & equipment

Cost of Property, plant & equipment																
	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Reticulation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Total
Balance as at 1 July 2012	519,271	15,262	277,895	8,563	12,808	6,130	1,778	6,938	7,888	711,812	91	31,112	4,543	3,243	211,763	1,819,097
Additions	0	2,393	18,779	3,689	3,242	546	115	1,131	2,279	0	0	243	24	1,619	(20,284)	13,776
Revaluations	0	0	(11,240)	0	(83)	0	0	0	0	0	0	0	0	0	0	(11,323)
Disposals and Derogisation	0	(480)	(6,735)	(562)	(849)	(269)	(34)	(7)	(58)	0	0	(906)	(89)	0	(105)	(10,094)
Transfers	(230)	12,854	22,148	(192)	5,236	(142)	0	3,327	1,703	0	0	8,101	562	1,638	(5,038)	49,967
Balance as at 30 June 2013	519,041	30,029	300,847	11,498	20,354	6,265	1,859	11,389	11,812	711,812	91	38,550	5,040	6,500	186,336	1,861,423
	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Reticulation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Total
Balance as at 30 June 2013	519,041	30,029	300,847	11,498	20,354	6,265	1,859	11,389	11,812	711,812	91	38,550	5,040	6,500	186,336	1,861,423
Additions	1,325	801	14,772	58	746	379	8	820	9	0	0	2,556	20	0	3,911	25,405
Revaluations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disposals and Derogisation	0	378	0	(47)	(12)	(10)	0	(378)	0	0	0	0	0	0	0	(69)
Transfers	0	(2,814)	(10,986)	(341)	(147)	(9)	0	(1,745)	(88)	0	0	(11,456)	(9)	(1,638)	(6,338)	(35,571)
Balance as at 30 June 2014	520,366	28,394	304,633	11,168	20,941	6,625	1,867	10,086	11,733	711,812	91	29,650	5,051	4,862	183,909	1,851,188
Accumulated Depreciation and impairment losses																
	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Reticulation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Total
Balance as at 1 July 2012	0	7,647	86,373	5,074	9,748	5,087	1,275	2,929	3,423	3	21	24,977	1,183	808	0	148,548
Transfers	0	9,852	7,629	(57)	4,791	(77)	0	300	810	1,514	0	7,683	343	88	0	32,876
Eliminate on	0	(7)	(34,677)	(249)	(250)	(144)	(8)	0	(2)	0	0	(405)	0	0	0	(35,742)
Depreciation Expense 2012/13	0	1,600	3,736	1,235	2,512	452	126	114	830	11,703	9	1,338	209	452	0	24,316
Impairment Reserve 2012/13 (closing balance 12/13) Allocate	0	0	0	0	0	0	0	0	0	0	0	0	0	624	0	624
Balance as at 30 June 2013	0	19,092	63,061	6,003	16,801	5,318	1,393	3,343	5,061	13,220	30	33,593	1,735	1,972	0	170,622
	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Reticulation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Total
Balance as at 30 June 2013	0	19,092	63,061	6,003	16,801	5,318	1,393	3,343	5,061	13,220	30	33,593	1,735	1,972	0	170,622
Transfers	0	(2,456)	223	(277)	(198)	(104)	(2)	(199)	(32)	3,777	0	(10,891)	(3)	(88)	0	(10,250)
Eliminate on	0	0	0	(47)	(12)	(10)	0	0	0	0	0	0	0	0	0	(69)
Depreciation Expense 2013/14	0	2,160	9,364	628	2,050	338	150	853	1,029	8,249	9	1,599	282	380	0	27,091
Impairment Reserve 2012/13 (closing balance 13/14) Allocate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June 2014	0	18,796	72,648	6,307	18,641	5,542	1,541	3,997	6,058	25,246	39	24,301	2,014	2,264	0	187,394
Net Book value 30 June 2013	519,041	10,937	237,786	5,495	3,553	947	466	8,046	6,751	698,592	61	4,957	3,305	4,528	186,336	1,690,801
Net Book value 30 June 2014	520,366	9,598	231,985	4,861	2,300	1,083	326	6,089	5,675	686,566	52	5,349	3,037	2,598	183,909	1,663,794

Note 9: Intangible Assets				
	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 1 July 2012	2,541	2,028	0	4,569
Additions	1,259	0	0	1,259
Transfers	5,896	(2,028)	0	3,868
Balance as at 30 June 2013	9,696	0	0	9,696
	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 30 June 2013	9,695	0	0	9,695
Additions	463	0	0	463
Transfers	42	0	0	42
Balance as at 30 June 2014	10,200	0	0	10,200
Accumulated Depreciation and impairment losses				
	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 1 July 2012	1,558	0	0	1,558
Transfers	3,714	0	0	3,714
Amortisation Expense 2012/13	718	0	0	718
Balance as at 30 June 2013	5,990	0	0	5,990
	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 30 June 2013	5,989	0	0	5,989
Transfers	42	0	0	42
Amortisation Expense 2013/14	882	0	0	882
Balance as at 30 June 2014	6,913	0	0	6,913
Net Book value 30 June 2013	3,706	0	0	3,706
Net Book value 30 June 2014	3,287	0	0	3,287

Note 10: Net worth of Public Entities						
	Description	01-07-2013 Balance	Equity Injection	Profit or (Loss)	Dividends and Capital Withdrawal	Other Adjustments
	Auditors Oversight Authority	268	0	9	0	0
	Cayman Airways Ltd.	(58,661)	5,100	18	0	0
	Cayman Islands Airport Authority	59,696	0	4,958	0	0
	Cayman Islands Development Bank	3,771	1,500	(110)	0	0
	Cayman Islands Monetary Authority	23,440	0	500	0	0
	Cayman National Cultural Foundation	4,324	0	0	0	0
	Cayman Turtle Farm	(643)	10,290	(7,136)	0	0
	Children and Youth Services Foundation	776	0	188	0	0
	Cayman Islands National Insurance Company	10,297	2,657	46	0	0
	Civil Aviation Authority	5,107	0	2,151	(1,613)	0
	Electricity Regulatory Authority	1,241	0	279	(150)	0
	Health Services Authority	80,498	850	1,339	0	0
	ICT Authority	1,749	0	60	0	60
	Maritime Authority of the Cayman Islands	2,593	0	(139)	0	0
	National Gallery	3,184	0	(79)	0	0
	National Housing and Development Trust	4,033	2,992	(860)	0	0
	National Museum	3,059	240	0	0	0
	National Roads Authority	4,582	0	0	0	0
	National Drug Council	349	0	0	0	0
	Port Authority	40,398	1,000	1,192	0	0
	Sister Islands Affordable Housing	1,904	0	95	0	0
	Stock Exchange	1,739	0	31	0	0
	Tourism Attraction Board	13,161	0	0	0	0
	University College of the Cayman Islands	3,648	0	0	0	0
	Water Authority	62,415	0	2,441	(100)	0
	Total	272,928	24,629	4,983	(1,863)	60
Note 11: Trade payables, other payables & Accruals						
		Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Creditors	30,108	0	30,108	24,974	30,957
	Payroll Deductions	1,628	0	1,628	1,507	1,349
	Outputs to other government agencies SAGC	8,327	0	8,327	0	1,180
	Operating Lease	0	0	0	9	16
	Accrued Expenses	22,244	900	23,144	18,289	33,085
	Accrued Expenses other government agencies	55	0	55	0	0
	Loan Interest Payable	4,383	0	4,383	7	4,718
	Statutory bodies – self financing loan	2	0	2	0	0
	Other payables	6,274	45	6,319	18,600	20,923
	Total trade payables other payables and accruals	73,021	945	73,966	63,386	92,228

Note 12 : Unearned Revenue						
	Details	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Rentals paid in advance	0	0	0	1,113	0
	Immigration deposits	0	0	0	0	16,597
	Customs deposits	2,490	0	2,490	2,150	1,656
	Revenue deposits	922	0	922	0	3,510
	Other unearned revenue	20,647	0	20,647	19,322	623
	Total unearned reveune	24,059	0	24,059	22,585	22,386
Note 13: Employee entitlements						
		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12		
	Annual Leave	3,558	2,104	5,145		
	Retirement and long service leave	2,876	1,917	0		
	Accrued salaries	297	2,703	5,849		
	Pension	0	48	0		
	Total current portion	6,731	6,772	10,994		
	<i>Non-current employee entitlements are represented by:</i>					
	Retirement and long service leave	121	108	97		
	Total employee entitlements	6,852	6,880	11,091		

Note 14: Unfunded Pension Liability

Actuarial Valuations with an effective date of **1 January 2011** were conducted for three separate Plans; the Public Service Pensions Plan, the Parliamentary Pensions Plan and the Judiciary Pensions Plan. These Actuarial Valuation Reports were accepted by the Public

Core Government Unfunded Pension Liability **\$178.3 million** represents the Fund Deficiencies arising mainly as a result of participants having accrued considerable Defined Benefit

The actuarial valuation calculated a fund deficiency as at **January 1, 2011**

Public Service Pensions Plan Actuarial Valuation

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Public Service Pensions Plan Actuarial	(165,860)	(192,400)	(183,727)
Parliamentarian pensions plan actuarial	(12,910)	(14,705)	(14,705)
Judicial Public Service Pensions Plan	447	22	22
Fund deficiency	(178,323)	(207,083)	(198,410)

Additional details on the valuation are:

Public Service Pensions Plan Actuarial Valuation

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Value of pension fund assets	309,870	174,300	182,973
Past service liability	(475,730)	(366,700)	(366,700)
Fund deficiency	(165,860)	(192,400)	(183,727)

Parliamentarian pensions plan actuarial valuation

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Value of pension fund assets	3,810	4,729	4,729
Past service liability	(16,720)	(19,434)	(19,434)
Fund deficiency	(12,910)	(14,705)	(14,705)

Judicial Public Service Pensions Plan Actuarial Valuation

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Value of pension fund assets	2,846	1,901	1,901
Past service liability	(2,399)	(1,879)	(1,879)
Fund deficiency	447	22	22

The principal assumptions (excluding the estimated retirement age which annual salary increases of 4%;

long term inflation rate of 2.5% per annum;

valuation interest rate to discount future benefit payments of 7%;

expected long-term rate of return on the Fund's invested assets of 7%;

anticipated future pensions payments increases of 3% per annum; and

estimated retirement age of 55 for the Parliamentary Pensions Plan, 57 for the

Note 15 Reserves				
Reserve	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Housing Guarantee Reserve Fund	909	1,052	1,345	
Environmental Protection Fund	51,739	42,508	41,602	
Infrastructure Development Fund	2,228	2,228	2,228	
Retained Earnings held as General Reserve	44,787	44,502	44,170	
Student Loan Reserve	1,806	1,701	1,596	
National Disaster Fund	4,242	3,830	3,420	
SINKING FUND for 2009 Bond Issue	1,087	783	0	
Total Reserves	106,798	95,821	94,361	
	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
ENVIRONMENTAL PROTECTION FUND				
Opening Balance	46,938			
Interest	227			
Transfer into EPF	4,801			
Interest transfer to General	(227)			
Closing Balance	51,739	0	0	
INFRASTRUCTURE DEVELOPMENT FUND				
Opening Balance	2,228			
Interest	7			
Interest Transfer to General	(7)			
Closing Balance	2,228	0	0	
STUDENT LOAN RESERVE				
Opening Balance	1,701			
Interest	5			
Transfers from General	100			
Closing Balance	1,806	0	0	
HOUSING LOAN RESERVE				
Opening Balance	1,052			
Interest	6			
Outflow	(149)	-	-	
Closing Balance	909	0	0	
NATIONAL DISASTER FUND				
Opening Balance	3,830			
Interest	12			
Transfers from General Funds	400			
Closing Balance	4,242	0	0	
GENERAL RESERVES				
Opening Balance	44,504			
Interest Income	283			
Closing Balance	44,787	0	0	
SINKING FUND for 2009 Bond Issue (US\$312M)				
Opening Balance	0			
Interest	4			
Transfer in from General Revenue	1,083			
Closing Balance	1,087	0	0	
Total Reserves	106,798			

<i>RESERVE FUND DEPOSIT BALANCES AT JUNE 30, 2014</i>					
Fund	Where Held	Value	CI\$ Amount	Unaudited Actual 2012/13	Unaudited Actual 2011/12
General Reserves					
	CNB	16,272	16,272		
	BNS	15,316	15,316		
	BOB	13,198	13,198		
Sub Total			44,786	0	0
Student Loan	BNS	1,806	1,806		
Sub Total			1,806	0	0
National Disaster Fund	BNS	4,242	4,242		
Sub Total			4,242	0	0
Housing Guarantee Reserve	BOB	758	758		
	BNS	151	151		
Sub Total			909	0	0
		0	0		
			0	0	0
Infrastructure Development	BNS	2,228	2,228		
Sub Total			2,228	0	0
Environmental Protection	BOB	10,167	10,167		
	BNS	19,114	19,114		
	CNB	17,719	17,719		
Sub Total			47,000	0	0
SINKING FUND for 2009 Bond Issue (U	CNB				
		1,087	1,087		
Sub Total			1,087	0	0
Total Reserve Funds		102,058	102,058	0	0

Note 16: Coercive revenue				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Alcoholic Beverages Duty	17,528	17,149	16,375
	Annual Permanent Resident Work Permit Fee	10,166	9,458	9,672
	Banks and Trust Licenses	34,089	33,511	23,372
	Building Permit Fees	1,788	1,779	1,237
	Business Staffing Plan Board Fees	68	41	62
	Business Visitors Permit	20	0	0
	Caymanian Status Fees	321	510	382
	CIMA Transactional Fees	0	0	1,799
	Compounded Penalties	60	118	53
	Court Fees	1,295	1,294	1,340
	Court Fines	1,100	1,090	753
	Cruise Ship Departure Charges	11,341	8,531	8,538
	CUC - License	2,240	2,343	1,926
	Customs Fines	0	1	2
	Debit Transaction Fees	2,471	2,332	2,162
	Dependant of Caymanian Grant Fee	3	2	2
	Environmental Protection Fund Fees	6,936	5,415	4,930
	EZG- Special Economi	98	90	0
	Firearms Licenses	12	30	46
	Fisheries Licenses	0	1	(1)
	Gasoline Diesel Duty	35,697	34,665	34,533
	General Registry Fees	311	0	0
	Grant of Temporary Work Permit - Seasonal Worker	11	30	32
	Grant of Temporary Work Permit - Entertainer	2	0	0
	Health Insurance Fund Fee	0	3,561	2,453
	Health Practitioners' Board Fee	700	652	577
	Hotel Licenses	186	183	158
	ICTA Licences	7,344	7,708	7,627
	Immigration Fines	254	242	143
	Immigration Non-Refundable Repatriation Fee	1,159	1,108	1,139
	Infrastructure Fund fee	1,309	327	222
	Insurance Licenses	9,463	8,732	7,688
	Issue Fee for Specialist Caregiver Certificate	25	26	0
	Key Employee Designation	200	952	992
	Land Holding Companies Share Transfer Charge	705	3,848	785
	Land Registry Fees	1,092	1,034	1,079

Note 16: Coercive revenue				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Law Firm Operational	1,940	1,940	1,984
	Legal Practitioner Fee	1,350	1,349	1,392
	Liquor Licenses	639	651	641
	Local Co. and Corp. Mgmt. Fees	2,665	2,676	951
	Local Company Control License Grants/Renewals	370	377	318
	Local Vessel Licenses	42	42	70
	Miscellaneous Income (Executive Only)	43	0	0
	Money Services Licence	73	71	86
	Money Transfer Fees	3,193	2,911	2,209
	Motor Vehicle Charges	12,617	10,522	1,308
	Motor Vehicle Drivers Licences	2,527	2,351	1,308
	Motor Vehicle Duty	11,416	11,085	9,669
	Motor Vehicle Environmental Tax	670	693	342
	Mutual Fund Administrators	42,390	36,724	34,717
	Notary Public Fees	245	224	239
	Other Company Fees - Exempt	81,624	62,145	54,828
	Other Company Fees - Foreign	5,368	3,935	3,747
	Other Company Fees - Non-Resident	4,505	4,527	4,386
	Other Company Fees - Resident	2,366	1,974	2,392
	Other Import Duty	87,105	84,607	98,051
	Other Stamp Duty	9,395	6,863	7,329
	Other Taxes	0	5,169	0
	Package Charges	1,019	996	1,062
	Partnership Fees	31,195	23,349	10,938
	Patents and Trademarks	1,398	1,171	1,136
	Planning Fees	855	851	917
	Procedural Fines	120	117	49
	Proceeds of Crime L	50	0	0
	Public Transport - Drivers Licenses	47	1	21
	Public Transport - Operator Licenses	80	0	6
	Radio Licenses	49	0	0

Note 16: Coercive revenue				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	4	5	3
	Residency & Employment Rights Certificate by Dependent of a P.R	149	132	241
	Residency & Employment Rights Certificate Issue Fee	1,502	1,500	857
	Residency and Employment Rights Certificate by Spouse of a Caymanian	137	136	171
	Residency Certificate for Persons of Independent Means Grant Fee	240	231	289
	Royalties and Dredging	0	181	122
	Security Investments	11,084	11,822	8,894
	Ship Registration Fees	110	69	107
	Spear Gun Licenses	5	5	7
	Special Marriage Licenses	80	76	84
	Stamp Duty - Land Transfers	27,508	35,306	23,254
	Stamp Duty - Online Meter	1,500	184	148
	Tax and Trust Undertakings	17,491	8,940	9,198
	Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	4	1	2
	Timeshare Ownership	699	708	1,144
	Tobacco Dealer Registration fees	103	103	105
	Tobacco Products Duty	6,930	6,729	4,579
	Tourist Accommodation Charges	19,489	14,105	11,783
	Traders Licenses	6,926	6,353	6,124
	Trust Registration Fees	960	659	681
	W.I.Z. - Boat Licensing	13	13	7
	Work Permits Fees	58,705	53,614	47,796
	Working Under Operation of Law Fees	3,564	1,804	1,951
	WTG-Term Limit Exemption Permit Grant Fee	175	2,293	0
	WTR-Term Limit Exemption Permit Renewal Fee	131	982	0
	Stamp Duty on Property Insurance	1,201	0	0
	Total Revenue	612,060	560,036	487,721
Note 17: Other revenue				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Hurricane Ivan Loans	11	0	0
	Miscellaneous Receipts	113	136	0
	Other revenue	0	0	37
		124	136	37

Note 18 Sale of Goods & Services				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Outputs to other government agencies	2,425	3,045	1,527
	Fees and charges	21,077	46,382	44,318
	General sales	6,647	6,625	6,166
	Rentals	1,260	1,454	1,160
	Other	443	820	2,360
	Total Revenue	31,852	58,326	55,531
	<i>Fees and Charges</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Agricultural Department Fees	315	312	259
	Annual Work Permit Application Fees (Entity)	991	996	1,074
	APA - Appeal to Board against decision made by an Immigration Officer Application Fee	8	9	0
	Application Fee for Certificate of Direct Investment	0	0	99
	Application Fee for Specialist Caregiver Certificate	2	4	99
	Authentication and Apostille of Documents Fees	1,808	1,753	1,786
	Bailiff Fees	6	6	0
	Business Staffing Plan Application Fees (Entity)	10	13	16
	BVX - Business Visitors Permit - Express Determination Fee	25	25	0
	Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	56	49	48
	Caymanian Status Application Fees (Entity)	156	170	143
	Customised Motor Vehicle Licence Plate Fees	20	22	19
	Customs Special Attendance Fees	691	427	678
	Dependant of a Caymanian Admin Fee	2	3	1
	Disinsection Fees	12	13	12

Note 18 Sale of Goods & Services				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Drivers Examination Fees	161	159	143
	Duplicate Vehicle Log Books	42	41	29
	Electrical Inspection Fees	25	25	29
	Electrical Licence Fees	60	55	43
	Elevator Inspection Fees	50	42	0
	Environmental Service Fees	25	15	25
	Examination Fees	1,307	1,356	186
	External Training	25	14	10
	Fixed Term Work Permit Administration	0	0	5
	Freedom of Information Fees	0	13	0
	Garbage Fees	2,630	2,798	2,542
	Heavy Equipment Application Fees	4	3	3
	Key Employee Designation Application Fee	16	166	152
	Land Information Systems (L.I.S.) Receipts	0	(0)	0
	Land Registry Fees	0	0	44
	Land Survey Fees	115	144	193
	Law School Fees	720	783	855
	Local Companies Administration Fees	6	5	0
	Locations Permit	0	8	0
	Mail Terminal Credits	505	520	472
	Maintenance of Buildings (Labour)	8	0	0
	Media Product Licence	0	2	2
	Motor Vehicle Inspection Fees	1,308	1,227	953
	Motor Vehicle Licence Plate Fees	331	311	203
	Naturalisation and Registration Fees	460	475	512
	Other Company Fees - Exempt (Entity)	126	18,934	19,267
	Other Company Fees - Foreign (Entity)	0	1,146	978
	Other Company Fees - Non-Resident (Entity)	0	163	133
	Other Company Fees - Resident (Entity)	0	377	336
	Other Fees	0	0	336
	Other Immigration Fees	1,183	1,131	1,246

Note 18 Sale of Goods & Services				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Other Labour Charges - PWD (Cayman Brac)	14	14	22
	Partnership Fees (Entity)	0	4,754	4,479
	Passport Fees	548	571	589
	Patents and Trademarks	0	177	218
	Pension Plan Registration Fees	998	953	0
	Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	114	88	0
	Private Sector Computing Fees	835	741	715
	Public Library Fees	13	16	14
	Public Record Fees	0	85	67
	Radio Communications Service and Maintenance Fees	0	5	0
	Recycling Fees	30	37	540
	Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	1	1
	Residency & Employment Rights Certificate Admin Fee	679	80	1
	Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	26	24	73
	Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	99	114	28
	Residency Certificate for Persons of Independent Means Admin Fee	6	10	117
	RFA - Permanent Residence - Persons of Independent Means - Application Fee	6	1	0
	RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	6	1	0
	RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	3	2	0
	School Fees	287	460	479
	Special Econ. Zone - Trade Certificate Fee	12	9	0
	Special Marriage License Application Fee	26	25	27
	Temporary Residency and Employme	1	2	0

Note 18 Sale of Goods & Services				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Temporary Work Permit Application Fees (Entity)	811	807	806
	Term Limit Exemption Permit Administrative Fee	23	86	0
	Tourist Reservation Fees	10	13	10
	Tower Licence Fees	230	280	10
	Trade and Business Administration Fees	357	366	387
	Transcript Fees	7	7	0
	Trust Registration Fees (Entity)	0	295	251
	TWP Entertainer Application Fee	1	0	1
	Variation/Amendment Fee for BSP	20	24	15
	Vault Sales (Cemetery Fees)	130	113	99
	Vehicle And Equip. Maintenance Fees	58	0	0
	Vehicle Bank Liens	49	44	21
	Vehicle Change of Ownership	185	182	157
	Vehicle Disposal Fees	708	807	772
	VWA - Visitor's Work Visa Application Fee	79	19	0
	Warehousing	915	910	938
	WEA-Term Limit Exemption Permit Renewal Administrative Fee	15	66	0
	Web Receipts	375	351	356
	WGA-Term Limit Exemption Permit Amendment Administrative Fee	5	0	0
	Work Under Operation of Law Fees	158	129	194
	Online Planning System Fees	20	0	0
	Planning Inspection Call-Out Fee	8	0	0
	Total Fees & Charges	21,077	46,382	44,318

Note 18 Sale of Goods & Services				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	General Sales			
	Express Fee - Work Permits	985	982	976
	Fuel Sales	0	2	0
	General Search Fees	0	197	183
	Inventory Spare Parts	77	0	0
	Maintenance of Buildings (Materials)	55	0	0
	Miscellaneous Sales	6	16	47
	Other Postal Business	103	108	121
	Philatelic Sales	27	38	25
	Police Clearances	787	710	356
	Postal Stamps	1,670	1,737	1,991
	Prison Craft Sales	0	10	0
	Prison Sales	0	4	0
	Refund Processing Fees	6	4	4
	Registration & Attendance Fee for Workshops	0	2	11
	Sale Of Advertising Space	500	484	457
	Sale of Agric. Supplies/Produce	1,675	1,589	1,207
	Sale of Custom Forms	27	5	25
	Sale Of Gazettes And Subscriptions	700	699	720
	Sale Of Laws	22	28	33
	Sale of Planning Documents	6	6	8
	Temporary Work Permit - Seasonal Worker	1	4	2
	Total General Sales	6,647	6,625	6,166

Note 18 Sale of Goods & Services				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Rentals			
	Equipment Rental - PWD (Cayman Brac)	7	7	9
	Postal Box Rental Fees	980	962	942
	Rental - School Canteens	98	291	0
	Rental - Temporary Housing	3	3	7
	Rentals - Craft Market	60	60	0
	Rentals - Government Housing	5	23	33
	Rentals - Other Properties	93	96	149
	Rentals - Town Halls	14	12	20
	Total Rentals	1,260	1,454	1,160
	Other Goods & Services Revenue			
	Goods & Services Revenue			
	Births, Deaths & Marriages	0	96	86
	GIS Applications	103	109	210
	GPS Licenses Refund	18	16	21
	Internal Audit Service Fees	0	17	17
	Mapping Services	80	81	0
	Miscellaneous Licensing Receipts	107	77	25
	Miscellaneous Receipts	135	424	2,001
	Total Goods & Services Revenue	443	820	2,360
	Other Interdepartmental Revenue			
	Financial Attest Services	768		
	Revenue from Ministries/Portfolios &	1,657	3,045	1,527
	Total Other Interdepartmental Revenue	2,425	3,045	1,527
	Total Goods and Services	31,852	58,326	55,531

Note 19: Investment revenue				
	Revenue type	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Interest on deposits	0	0	0
	Interest on cash balances	543	24	418
	Interest on Loans	24	0	0
	Interest on deposits held with cabinet	0	0	0
	Royalties	0	634	0
	Other	0	0	0
	Total Investment revenue	567	658	418
Note 20: Donations				
	Source	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Other	61	409	268
	"ForCayman Investment Alliance" Agreement	0	0	4,100
		0	0	0
		0	0	0
		0	0	0
		0	0	0
	Balance	0	0	0
	Total donations	61	409	4,368
Note 21: Personnel costs				
	Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Salaries, wages and allowances	179,817	177,872	180,298
	Health care CINICO	35,769	32,847	29,150
	Health care	0	0	0
	Pension	21,134	26,962	10,936
	Leave	98	485	1,215
	Other personnel related costs	825	705	2,750
	Total Personnel Costs	237,643	238,871	224,348
Note 22: Supplies and consumables				
	Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Supplies and Materials	14,658	13,989	13,757
	Purchase of services	41,110	37,521	38,947
	Lease of Property and Equipment	6,092	7,176	7,967
	Utilities	14,493	14,061	14,634
	General Insurance	7,783	8,043	5,991
	Interdepartmental expenses	0	0	0
	Travel and Subsistence	1,824	1,831	2,506
	Recruitment and Training	1,926	1,208	1,523
	Other	2,988	3,599	13,453
	Total Supplies & consumables	90,874	87,428	98,779

Note 23: Finance costs				
		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Interest on borrowings	31,001	32,180	33,399
	Other borrowing costs	101	256	51
	Overdraft Expenses	275	751	17
	Entity Interest Account	0	0	0
	Total Finance cost	31,377	33,187	33,468
Note 24: Litigation cost				
	Litigation Costs	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Legal Fees	508	1,210	328
	Description	0		
	Total Litigation cost	508	1,210	328
Note 25: Gains / (losses)				
		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Net (gain) / loss on disposal of property, plant and equipment	0	0	0
	Net (gain) / loss on derecognition and revaluation of assets	0	0	249
	Net (gain) / loss on foreign exchange Transactions	(1,876)	(764)	(1,898)
	Total gains/ (losses)	(1,876)	(764)	(1,649)

Note 26: Output from Statutory Authorities and Government Companies				
Output Group	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Appropriation - SAGC Outputs				
NDC 1 - Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	553	0	0	
HEA 14 - Pediatric Services	0	0	356	
HEA 15 - Accident & Emergency	0	0	264	
NDC 4 - Policy, Prevention, Research, Monitoring and Evaluation	0	553	456	
HEA 2 - Medical Care for Indigents	11,711	14,224	8,062	
HEA 6 - Medical Services in Cayman Brac and Little Cayman	3,365	3,365	3,854	
HEA 10 - Ambulance Services	2,230	2,519	2,165	
HEA 11 - Services at District Health Clinics	2,513	2,513	3,069	
HEA 12 - Mental Health Services	2,059	2,059	1,869	
HEA 16 - Medical care patients over 60 Years Old	815	815	815	
HEA 17 - Beyond Insurance Coverage/Un-insured	1,760	1,453	909	
HEA 18 - School Health Services	1,914	1,914	1,517	
HEA 19 - Chronic Diseases	1,026	1,026	1,026	
HEA 20 - Public Health Services	1,107	1,107	900	
HEA 21 - Medical Internship Program	362	0	0	
NCF 7 - Preservation of National Art Collection and Cultural Icons	116	116	116	
NCF 8 - National Festivals and Stage Productions	475	380	380	
NCF 9 - Training and Support for Artists	88	72	84	
MUS 4 - Collection and Preservation of Significant Material Evidence	160	106	109	
MUS 5 - Museum Facilities, Exhibitions and Displays	586	414	422	
MUS 6 - Services to Support the Ministry, Cabinet and Other Government Entities	142	101	104	
NAG 1 - Visual Art Exhibition and Collections	434	410	422	
TAB 6 - Cultural Programmes - Pirates Week Activities	10	10	10	
CCO 1 - Teaching of Tertiary Level and Vocational Programmes (UCCI)	3,906	3,906	4,231	
CDB 1 - YNBP Government Scholarship Funding Programme	48	0	0	
	0	0	0	
ERA 6 - New Licence & Existing Licence Negotiations	32	33	15	
ERA 9 - Management of the Solicitation Process for New Generation	67	75	72	
ERA 11 - Advice on the Establishment of an Energy	21	22	34	

Note 26: Output from Statutory Authorities and Government Companies				
	Output Group	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	ICT 8 - Drafting Instructions for the Development of Legislation	31	31	30
	ICT 9 - Management of KY Internet Domain	120	117	104
	ICT 10 - Collection and Verification of Licence Fees	100	100	88
	ICT 11 - Policy Advice	44	46	43
	ICT 12 - Education of Local Businesses and the General Public on ICT Issues	8	8	7
	ICT 13 - Regional and International Representation	43	40	37
	NRA 5 - Planning and Development of New Public Roads	400	100	300
	NRA 6 - Grand Cayman District Roads Programme	500	1,560	2,128
	NRA 7 - Policy Advice	10	10	20
	NRA 8 - Storm Water Management and Mitigation of Tidal Inundation	100	100	200
	NRA 9 - Routine Maintenance of Public Roads	1,270	3,701	3,500
	NRA 10 - Government Street Lighting Programme	1,500	1,504	1,324
	NRA 11 - Pavement Management and other Roads Asset Management Programs	70	70	146
	NRA 12 - Explosives and Blasting Regulation	0	0	0
	NHT 4 - Administration of the Affordable Housing Initiative	210	210	197
	NHT 5 - Administration of the Government Guaranteed Home Assisted Mortgage	231	231	218
	NHT 6 - Administration of the New Affordable Housing Initiative	204	204	191
	NHT 7 - Administration of the Build on Your Own Property Initiative	0	0	52
	CAL 1 - Inter-Islands Service by CAL Express	2,849	2,949	2,500
	CAL 2 - Air Service to Strategic Markets	14,957	15,220	13,270

Note 26: Output from Statutory Authorities and Government Companies				
	Output Group	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	TAB 1 - Management of Pedro St. James National Historic Site	887	906	906
	TAB 2 - Management of Queen Elizabeth II Botanic Park	689	704	704
	TAB 3 - Annual Pirates Week Festivals and Events	295	301	317
	TAB 4 - Management of Cayman Islands Craft Market	130	133	133
	TAB 5 - Management of Hell Attraction	31	32	32
	SIH 1 - Sister Islands Affordable Housing Development Corporation	74	81	61
	AOA 1 - Auditors Oversight Authority	315	289	6
	CMA 1 - Policy Advice to on Maritime Matters	0	49	382
	CMA 2 - Technical Advice and Support on Maritime Matters	0	19	168
	CMA 3 - Registration of Marine Vessels, Advice and Assistance	224	45	185
	CMA 4 - State Inspections and Investigation Services	0	20	258
	CMA 5 - Long Range Identification and Tracking of Ships (LRIT)	85	0	0
	DVB 1 - Administration of Lending for Human Resource Development	127	168	168
	DVB 2 - Administration of Lending for Small Businesses	156	156	156
	DVB 3 - Administration of Mortgage Lending	243	243	254
	MOA 6 - Regulation of Currency	1,400	1,400	1,400
	MOA 8 - Collection of License Fees	300	300	300
	MOA 12 - Regulation of the Financial Services Industry	6,310	11,310	13,795
	MOA 13 - Assistance to Overseas Regulatory Authorities	980	980	1,053
	MOA 14 - Policy Advice and Ministerial Services on Financial Services Matters	875	875	802
	CIN 2 - Health Insurance for Civil Service Pensioners	18,285	18,285	15,054
	CIN 1 - Health Insurance for Seamen and Veterans	8,754	8,754	7,543
	CAY 2 - Children and Youth Services (CAYS) Foundation	2,178	2,178	2,207
	HEA 8 - Autopsies and Coroners services	240	230	160
	Total	100,725	110,852	101,656

Note 27: Output from Non-government Suppliers				
	<i>Output Group</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - NGS Outputs			
	NGS 1 - Organize, Administer and Execute the Cayman Islands Fishing Tournament	32	33	37
	NGS 2- Legal Aid	2,500	2,314	1,810
	NGS 3 - Organization of Batabano Festival	21	21	24
	NGS 4 - Aids and First Aid Education Program	25	25	28
	NGS 6 - Anti-Substance Abuse Programmes	0	21	139
	NGS 7 - Management of Small Business Development	270	277	308
	NGS 20 - Employee Assistance Programme	126	126	59
	NGS 24 - Spaying and Neutering of Dogs and Cats	19	19	17
	NGS 25 - Teaching of Tertiary Education Course (ICCI)	90	90	100
	NGS 26 Organization of the Miss Cayman Pageant	0	0	79
	NGS 27 - Supervision of Pre-School Children (NCVO)	54	54	60
	NGS 34 - Primary and Secondary Education by Private Schools	1,530	1,529	1,598
	NGS 38 - Services for refugees	270	445	239
	NGS 47 - Mentoring Cayman Program	10	10	12
	NGS 53 - Palliative Care Nursing - Hospice Care	56	56	62
	NGS 54 - Social Marketing for Prevention of HIV/AIDS - Cayman Aids Foundation	50	50	56
	NGS 55 - Tertiary Medical Care at Various Overseas Providers	14,000	15,334	18,358
	NGS 57 - Gardening Projects and Landscaping	4	4	4
	NGS 58 - Elite Athletes Program	193	241	219
	NGS 59 - Youth Development Program	67	36	32
	NGS 60 - Sports Program	712	709	698

Note 27: Output from Non-government Suppliers				
	<i>Output Group</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - NGS Outputs			
	NGS 61 - Other Sports and Cultural Program	56	56	58
	NGS 62 - Community Development, Prevention and Beautification Programmes	0	0	14
	NGS 63 - School Lunch and Uniform Programmes	477	477	585
	NGS 64 - Care of the Indigent, Elderly and Disabled Persons	1,400	1,279	1,210
	NGS 65 - National Council of Voluntary Organization and Children Services	117	117	117
	NGS 66 - Foster Care for Children	225	225	188
	NGS 67 - Community Programmes	116	116	116
	NGS 68 - Rental Accomodation for Persons in Need	1,600	1,570	1,861
	NGS 70 - Burial Assistance for Indigents	150	133	138
	NGS 71 - Support for Battered Women and Children	300	300	274
	NGS 72 - Therapeutic Services for Young Persons	25	0	3
	NGS 74 - Preservation of Natural Environments and Places of Historic Significance	470	214	238
	NGS 76 Autism Diagnostics and Sexual Trauma Recovery Programme (Wellness Centre)	45	43	101
	NGS 77- Music Therapy Without Borders (Wellness Centre)	60	60	66
	NGS 79 - Cayman Islands Protective Services (K9-Security Services)	32	16	0
	NGS 80 - Elite Athletes Transfer Program	23	0	0
	NGS 81 - Young Nation Building Fund - Transition Funding	42	0	0
	Total	25,167	26,000	28,910

Note 28: Transfer Payments				
	<i>Output Group</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - Transfer Payments			
	TP 12 - Tourism Scholarships	615	480	604
	TP 13 - Miss Cayman Scholarship	20	2	42
	TP 27 - Pre-School Educational	714	705	817
	TP 30 - Local, Overseas Scholarships and Bursaries	10,763	9,243	8,270
	TP 41 - Poor Relief Payments	6,260	6,049	6,039
	TP 43- Poor Relief Vouchers	1,500	1,468	2,119
	TP 44 - Temporary Poor Relief for Young Parents Programme	30	18	20
	TP 45 - Youth After Care	60	22	18
	TP 46 - Emergency Relief	30	17	13
	TP 47 - Ex- Gratia Benefits to	5,430	5,401	5,609
	TP 48 - Benefit Payments to Ex-	1,221	1,246	1,295
	TP 49 - Youth Programmes - Churches and Other Non-	216	179	120
	TP 50 -Pre-School Assistance	150	122	217
	TP 51 - Other Educational	233	233	303
	TP 52 - Young Nations Builders Scholarship Fund (YNBP)	2,250	3,653	2,948
	TP 53 - Other Youth, Sports & Culture Programmes/Events	425	628	777
	TP 55 - Interest on Loans -	8	16	47
	TP 56 - Employment Initiatives	563	440	512
	TP 57 - Children and Family	582	579	883
	TP 58 - Support for the Cayman Islands Red Cross	70	59	70
	TP 59 Support for Crime	0	0	100
	TP 60 - Housing Assistance	148	615	0
	TP 61 - Student Enrichment & Support Services (formally	555	553	0
	TP 63 - Support to Local	65	0	0
	TP 64 - Law Enforcement	340	0	0
	TP 66 - Sister Islands Home	375	0	0
	TP 67 Sports and Cultural Tourism Programmes	500	0	0
	TP 69 - Support for the Bridge	60	0	0
	Total	33,183	31,728	30,822

Note 29: Other Executive Expenses (OE's)				
	<i>Output Group</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - OE's			
	OE 1 - Personal Emoluments for the Judiciary	2,068	2,029	1,926
	OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,252	2,957	3,013
	OE 4 - Judiciary Expenses	501	536	555
	OE 5 - Constituency Allowance	575	449	555
	OE 9 - Caribbean Economic Community (CARICOM) Fees	152	147	213
	OE 10 - Caribbean Regional Technical Assistance Centre (CARTAC)	0	10	0
	OE 11 - Subscription to Caribbean Examinations Council	13	11	11
	OE 12 - University of the West Indies Membership Levy	103	103	372
	OE 14 - Caribbean Food and Nutrition Institute Subscription	3	3	1
	OE 15 - Pan American Health Organisation Subscription	18	11	18
	OE 16 - Caribbean Health Research Council Subscription	5	5	2,267
	OE 17 - Caribbean Epidemiology Centre Subscription	15	10	15
	OE 19 - Ex-Gratia Recipients Plan Payments	1,200	1,000	1,111
	OE 25 - Settlement of Court	110	105	0
	OE 26 - Personal emoluments for the Attorney General	180	181	181
	OE 27 - Past Service Pension Liability Payments	11,400	16,888	1,825
	OE 43 - Depreciation of Judicial Executive Assets	92	22	0
	OE 48 - Depreciation of the Portfolio of Civil Servi	180	139	239

Note 29: Other Executive Expenses (OE's)				
	<i>Output Group</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - OE's			
	OE 54 - Caribbean Catastrophic Risk Insurance Facility - Annual Premium	500	803	840
	OE 57 - Executive Bank Charges	21	24	24
	OE 57 - Executive Bank Charges	6	24	24
	OE 63 - Contribution to Caribbean Development Bank	0	127	0
	OE 65 - Court of Appeal Expenses	431	340	417
	OE 66 - United Nations Caribbean Environmental Program	8	8	6
	OE 71 - Support for the Commonwealth Parliamentary Association	95	95	75
	OE 77 - Depreciation of Ministry of Planning, Lands, Agriculture, Housing & Infrastructure Executive Assets	9,694	6,500	6,101
	OE 78 - Depreciation of Ministry of Community Affairs Executive Assets	27	376	16
	OE 81 - World Anti-Doping Agency (WADA)	6	26	3
	OE 82 - Regional Anti-Doping Organisation (RADO)	4	4	3
	OE 86 - Compensation	519	530	2,296
	OE 87 - Default on Paloma Government Guaranteed Loan Scheme	70	77	0
	OE 89 - Voluntary Separation Package	500	0	0
	OE 91 - Ministry of District Administration Executive Assets	734	0	0
	Total	32,482	33,540	22,107
	OE categorisation			
	Personnel Costs	18,018	23,055	8,056
	Depreciation	10,727	7,037	6,356
	Other executive expenses	3,737	3,448	7,695
	Total OE's	32,482	33,540	22,107

Note 30: Reconciliation of net cash flows from operating activities to surplus/(deficit)

Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Surplus/(deficit) from ordinary activities	100,336	63,320	1,815
Non-cash movements			
Depreciation and Amortisation	27,973	24,316	20,955
Impairment	0		
(Profit)/Loss on Exec Orgs	0	0	0
(Profit)/Loss on Ministry/Portfolio	0	0	0
(Profit)/Loss on Statutory Authorities & Government Companies	(4,983)	(1,658)	2,847
Changes in current assets and liabilities:			
(Increase)/decrease in receivables - Cabinet	0		
(Increase)/decrease in receivables - Other Government agencies	(1,630)	1,678	(159)
(Increase)/decrease in other current assets	1,101	2,520	2,886
Increase/(decrease) in payables - Ministry/Portfolio	0	1,754	(2,378)
Increase/(decrease) in payables - Other Government agencies	(57)	0	30
Increase/(decrease) in other current liabilities	(3,841)	6,926	(5,745)
Net cash flows from operating activities	118,899	98,856	20,251

ENTIRE PUBLIC SECTOR FINANCIAL STATEMENTS

GOVERNMENT OF THE CAYMAN ISLANDS				
SCHEDULE OF ASSETS AND LIABILITIES				
AS AT 30 JUNE 2014				
STATEMENT OF FINANCIAL POSITION	Notes	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
AS AT 30 JUNE 2014		\$000	\$000	\$000
Current Assets				
Cash and cash equivalents	2	252,757	196,965	177,776
Marketable securities and deposits		89,854	84,994	70,426
Trade receivables	3	66,109	12,635	46,317
Other Receivables	3	12,151	19,771	26,768
Inventories	4	17,701	17,577	17,802
Investments	4			
Prepayments	6	11,044	5,898	6,861
Loans	7	1,588	3,782	21
Surplus Receivable		0		
Total Current Assets		451,204	341,622	345,971
Non-Current Assets				
Trade receivables	3	25,452	21,595	35,475
Other receivables	3	0	386	
Inventories	3			
Investments	5	1,905	17,304	39,668
Prepayments	6	1,784	2,543	0
Loans	7	34,742	59,425	16,643
Pension Plan Surplus	12			
Net Worth - Ministries & Portfolios		0		0
Net Worth - Public Entities		0	0	0
Net Worth - Exec Orgs Entities				
Property, plant and equipment	8	1,987,276	2,011,421	1,276,172
Intangible Assets	9	3,944	4,438	0
Other non-financial assets				
Total Non-Current Assets		2,055,103	2,117,112	1,367,958
Total Assets		2,506,307	2,458,734	1,713,929
Current Liabilities				
Trade payables	10	78,694	71,963	36,120
Other payables and accruals	10	49,920	41,286	40,162
Bank Overdraft	2	2,698	0	16,307
Unearned revenue	11	35,802	34,250	32,426
Employee entitlements	12	9,287	8,505	13,259
Surplus Payable		0		
Dividends Payable		0		0
Current Portion of Borrowings	1	71,510	46,678	37,130
Total Current Liabilities		247,911	202,682	175,404
Non-Current Liabilities				
Trade payables	10	680	1,315	0
Other payables and accruals	10	4,331	6,256	493
Unearned revenue	11	0	2	0
Employee entitlements	12	171	5,014	438
Unfunded pension liability	13	193,527	207,083	210,205
Unfunded post retirement health care	13			
Currency Issued		87,250	91,006	88,696
Long Term portion of Borrowings	1	606,808	665,278	709,066
Other Non-current Liabilities				
Total Non-Current Liabilities		892,767	975,954	1,008,898
Total Liabilities		1,140,678	1,178,636	1,184,302
Net Assets		1,365,629	1,280,098	529,627
NET WORTH				
Reserves	14	106,798	95,821	94,361
Revaluation reserve		659,909	685,691	0
Current Year Surplus		100,336	63,320	1,815
Other Accumulated surpluses/(deficits)		498,586	435,266	433,451
Total Net Worth		1,365,629	1,280,098	529,627

STATEMENT OF FINANCIAL PERFORMANCE	Notes	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
AS AT 30 JUNE 2014		\$000	\$000	\$000
Revenue managed on behalf of Cabinet				
Coercive Revenue	15	612,060	560,036	487,075
Sales of Goods & Services	17	225,618	240,176	182,184
Investment revenue	18	2,594	2,554	1,906
Donations	19	918	910	5,119
Other revenue	16	3,868	874	846
Funds transferred to Cabinet - Org 40				
Total Revenue managed on behalf of Cabinet		845,058	804,550	677,130
Expenses managed on behalf of Cabinet				
Personnel costs	20	351,316	345,494	327,080
Supplies and consumables	21	228,458	220,369	196,895
Depreciation	8	46,788	46,000	36,381
Amortisation of intangible assets	9	1,032	852	0
Impairment of property, plant and equipment		0	134	16
Impairment of inventory		2	0	0
Finance costs	22	36,960	39,216	39,256
Litigation costs	23	1,955	2,400	707
Outputs from Core Government Departments		0	0	0
Outputs from Statutory Authorities & Government Companies		0	0	0
Outputs from Non-Governmental Suppliers	25	25,167	26,000	28,910
Transfer Payments	26	33,183	31,728	30,822
Other (Gains)/losses	24	(1,856)	161	(1,551)
(Profit)/Loss on Exec Orgs		0	0	0
(Profit)/Loss on Ministry/Portfolio		0	0	0
Other Operating expenses	27	21,717	28,876	16,798
Funds Transferred to Cabinet				
Funding to Exec Orgs - Org 40				
Total Expenses managed on behalf of Cabinet		744,722	741,230	675,315
Entire Public Sector Net Surplus/(Deficit)		100,336	63,320	1,815

FOR THE YEAR ENDED 30 JUNE 2014	Notes	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
CASH FLOWS FROM OPERATING ACTIVITIES		\$000	\$000	\$000
<i>Receipts</i>				
Coercive Receipts		612,973	563,785	479,793
Sales of Goods & Services (OE's TP's NGS's SAGC Outputs, Interest)		0		
Sale of goods and services Cabinet Entity/SAGC Orgs		0		
Outputs to other government agencies		0		
Sale of goods and services - third party		212,592	260,214	193,589
Interest received		3,776	3,822	2,153
Donations / Grants received		919	2,916	5,132
Other receipts		10,982	16,863	740
Funds transferred to Cabinet - Org 40		0		
<i>Payments</i>				
Personnel costs		(349,163)	(343,757)	(335,387)
Supplies and consumables		(215,296)	(208,453)	(217,735)
Outputs from Core Government Departments (paid by Org 40)		0		
Outputs from public authorities		0		
Outputs from non-governmental organisations		(26,662)	(23,493)	(28,910)
Transfer payments		(33,183)	(31,968)	(30,823)
Financing/interest payments		(38,171)	(39,232)	(39,363)
Other payments		(35,092)	(63,624)	(7,216)
Funds Transferred to Cabinet		0		
Funding to Exec Orgs - Org 40		0		
Net cash flows from operating activities		143,675	137,073	21,973
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>Cash received</i>				
Proceeds from sale of property, plant and equipment		7	420	401
Purchase of Loans/investments		0	4,936	0
Proceeds from sale of Loans/investments		683	971	794
Equity injection received by Ministry/Portfolio		0		
Equity injection received by Exec org from Org 40		0		
Equity injection received by public authorities		0	0	0
Receipt of Entity surplus to Org 40 (paid directly to Org 40)		0		
Receipt of Dividends/Capital withdrawal to Org 40 from SAGC		0		
		0		
		0		
<i>Cash Used</i>				
Purchase of property, plant and equipment		(49,900)	(60,369)	(82,872)
Purchase of Loans/investments		(731)	(7,507)	(1,543)
Equity injection paid to Ministry/Portfolio (paid directly from Org 40)		0		
Equity injection paid to public authorities		0		0
Equity injection paid to Exec org from Org 40		0		
Payment of Entity surplus to Org 40 (paid directly to Org 40)		0		
Payment of Dividends to Org 40 (paid directly to Org 40)		0		
		0		
Net cash flows from investing activities		(49,941)	(61,549)	(83,220)
CASH FLOWS FROM FINANCING ACTIVITIES				
Borrowings		0	0	1,603
Repayment of Borrowings		(40,640)	(40,028)	(37,846)
Currency Issues		0		
		0		
Net cash flows from financing activities		(40,640)	(40,028)	(36,243)
Net increase/(decrease) in cash and cash equivalents		53,094	35,496	(97,490)
Cash and cash equivalents at beginning of period		196,965	161,469	258,959
Cash and cash equivalents at end of period		250,059	196,965	161,469

GOVERNMENT OF THE CAYMAN ISLANDS				
STATEMENT OF CHANGES IN NET WORTH				
FOR THE YEAR ENDED 30 JUNE 2014				
	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2012	94,361		435,266	529,627
Changes in accounting policy				0
Prior Year Adjustments				0
Restated balance	94,361	0	435,266	529,627
Changes in net worth for 2012/13				
Gain/(loss) on property revaluation		685,691		685,691
Gain/(loss) on revaluation of investments				0
Reserves Transfer	1,460			1,460
Equity Investment from Cabinet				0
Capital withdrawals/dividends by Cabinet				0
Repayment of surplus to Cabinet				0
Net revenue / expenses recognised directly in net worth	1,460	685,691	0	687,151
Surplus/(deficit) for the period 2012/13			63,320	63,320
Total recognised revenues and expenses for the period	1,460	685,691	63,320	750,471
Balance at 30 June 2013 carried forward	95,821	685,691	498,586	1,280,098
	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2013 brought forward	95,821	685,691	498,586	1,280,098
Changes in net worth for 2013/14				
Changes in accounting policy				0
Prior Year Adjustments				0
Restated balance	95,821	685,691	498,586	1,280,098
Changes in net worth for 2013/14				
Gain/(loss) on property revaluation		(25,782)		(25,782)
Gain/(loss) on revaluation of investments				0
Reserves Transfer	10,977			10,977
Equity Investment from Cabinet				0
Capital withdrawals/dividends by Cabinet				0
Repayment of surplus to Cabinet				0
Net revenue / expenses recognised directly in net worth	10,977	(25,782)	0	(14,805)
Surplus/(deficit) for the period 2013/14			100,336	100,336
Total recognised revenues and expenses for the period	10,977	(25,782)	100,336	85,531
Balance at 30 June 2014	106,798	659,909	598,922	1,365,629

Government of the Cayman Islands Statement of Borrowings Maturity Profile For Year Ended 30 June 2014					
	Core Government Loans	Self Financing loans	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Local Currency Debt					
Not later than one year	13,862	0	13,862	14,636	2,137
Between one and two years	14,522	0	14,522	14,513	2,079
Between two and five years	20,280	0	20,280	22,581	4,667
Later than five years	8,404	0	8,404	6,308	1,255
Total Local Currency Debt	57,068	0	57,068	58,038	10,138
Foreign Currency Debt (state in \$CI)					
Not later than one year	57,556	92	57,648	32,042	34,993
Between one and two years	70,510	187	70,697	33,166	69,238
Between two and five years	413,890	191	414,081	127,251	117,654
Later than five years	78,009	815	78,824	461,459	514,173
Total Foreign Currency Debt	619,965	1,285	621,250	653,918	736,058
Total Outstanding Debt	677,033	1,285	678,318	711,956	746,196
Local Currency Marketable Securities and Deposits					
Not later than one year	0	0	89,854	84,994	70,426
Between one and two years	0	0	0	0	0
Between two and five years	0	0	0	0	0
Later than five years	0	0	0	0	0
Total Local Currency Marketable Securities and Deposits	0	0	89,854	84,994	70,426
Foreign Currency Marketable Securities and Deposits					
Not later than one year	0	0	0	0	0
Between one and two years	0	0	0	0	0
Between two and five years	0	0	0	0	0
Later than five years	0	0	0	0	0
Total Foreign Currency Marketable Securities and Deposits	0	0	0	0	0
Total Marketable Securities and Deposits	0	0	89,854	84,994	70,426
Net Public Debt	677,033	1,285	588,464	626,962	675,770
Statement of Borrowings		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
	Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD	
Foreign Currency Debt					
Central Government loans					
The Cayman Islands Government Securities Law, 2003	163,200	36,449	46,051	54,672	
2003 Bond Issue					
Principal amount is US\$163.2 million. Issue date of the Bond was 8th April 2003 with a final maturity date of 8th April 2018. Interest is payable at a fixed rate of 5.3% per annum over the 15 year life of the Bond. Interest and principal is repaid semi-annually in April and October.					
2009 Notes Issue	312,000	261,300	261,300	261,300	
Principal amount is US\$312 million. Issue date of the Bond was 19 November 2009 with a final maturity date of 19 November 2019. Interest is payable semi-annually at a fixed rate of 5.95% per annum over the 10 year life of the Bond. The face amount of notes are payable in full at maturity 19 November 2019.					
FirstCaribbean International Bank (Cayman) Limited	9,600	0	800	1,600	
Loan Law 8 of 2003 - General Financing of CIG Activities					
Loan of US\$9,600,000 repayable over 10 years. Repayments of US\$480,000 and interest at Libor + Libor margin to be repaid semi-annually commencing 30th December 2004. converted to a fixed rate loan 30 June 2005 at an interest rate of 5.02% pa.					

Statement of Borrowings		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
FirstCaribbean International Bank (Cayman) Limited The Loan (No. 2) Bill, 2003	18,000	801	1,601	2,402
Construction Works - Prospect Primary & National Archives Building				
Loan Agreement of US\$18,000,000. Initial Drawdown of US\$9,606,300 on 30 June 2004 amortised over 10 years with semi-annual payments of interest + Principal US\$480,315.83 commencing 30th December 2005; converted from a libor rate loan to a fixed rate loan				
FirstCaribbean International Bank (Cayman) Limited Loan Law 5 of 2004	15,600	727	1,454	2,181
Road Works				
Loan of US\$15,600,000 with an initial drawdown of US\$8,722,650.00 on 30th June 2004. US\$8,722,650 amortised over 10 years with semi-annual payments of interest + Principal US\$436,132.50 commencing 30th December 2005: converted to a fixed rate loan on 1 J				
FirstCaribbean International Bank (Cayman) Limited	18,000	1,500	3,000	4,500
Loan Agreement #10090596 of US\$74,399,940.48 with an initial drawdown of US\$17,999,985.60 on 30th June 2005 US\$17,999,985.60 amortised over 10 years at fixed rate of interest of 4.8475% pa with quarterly payments of Principal US\$449,999.64 + interest				
FirstCaribbean International Bank (Cayman) Limited	28,800	10,400	12,000	13,600
Loan Agreement of US\$74,399,940.48 with a second drawdown of US\$28,800,000.00 on 23 November 2005 amortised over 15 years at a fixed interest rate of 5.58% pa with quarterly payments of interest + Principal US\$480,000.00 commencing 28 February 2006				
FirstCaribbean International Bank (Cayman) Limited	12,000	1,667	2,778	3,889
Loan Agreement of US\$74,399,940.48 with a third drawdown of US\$11,999,999.40 on 14 December 2006 amortised over 15 years at 3 month libor rate + margin with quarterly payments of interest + Principal US\$333,333.00 commencing 14 March 2007. Converted to a fixed rate loan for 5 years from 14 Dec 08 to 14 Dec 13 at an interest rate of 3.2% pa.				
FirstCaribbean International Bank (Cayman) Limited	156,000	1,625	3,250	4,875
Loan Agreement of US\$74,399,940.48 with a fourth drawdown of US\$15,599,964.48 on 29 June 2007 amortised over 8 years at 3 month libor rate + margin with quarterly payments of interest + Principal US\$487,498.89 commencing 28 September 2007. Converted to a fixed rate loan for 5 years from 29 Dec 08 to 29 Dec 2013 at 2.82% pa.				
FirstCaribbean International Bank (Cayman) Limited	63,000	32,375	35,875	28,165
The final drawdown of US\$62,999,949.60 on Loan Agreement of US\$155,759,875.39 was drawn on 27th June 2008. The loan has been amortised over 15 yrs with 1/4ly pays of Principal US\$1,050,000 plus interest commencing 24 Oct 08. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				

Statement of Borrowings		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
Foreign Currency Debt				
Central Government loans				
FirstCaribbean International Bank (Cayman) Limited	45,600	23,433	25,967	28,500
A second draw down in the amount of US\$45,599,963.52 on Loan Agreement of US\$155,759,875.39 was drawn on 24 June 2008 at 1 month libor plus 0.50% margin. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US\$760,000 plus interst commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				
FirstCaribbean International Bank (Cayman) Limited	47,160	22,925	25,545	39,375
Facility in the amount of US\$155,759,875.39 (CI\$129.8million @ 0.833334) with an availability period of 12 months. Bridge Loan of CI\$16m drawdown 26 Oct 07, CI\$7.3m drawdown on 23 Nov 07 and a third drawdown of CI\$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs with 1/4ly payts of Principal US\$786,000 plus interst commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa.				
FirstCaribbean International Bank (Cayman) Limited	185,074	154,228	154,228	154,228
15 - Year fixed rate loan of US\$185,074,000 advanced on 19 April 2011 at an interest rate of 5.44% p.a. Semi-annual payments of interest only commencing 19 October 2011 with Principal payments of US\$9,253,700 plus interest to commence 19 October 2016.				
Tourism Attractions Board	5,370	152	492	0
PEDRO ST. JAMES				
Caribbean Development Bank #08/OR-CAY				
PEDRO ST. JAMES HERITAGE PROJECT				
Loan 8/OR-CI US\$5,790,000 repayable over 12 years at variable interest rates commencing in the year 2001. As at 5 March 2001 US\$5,369,720 had been drawdown leaving US\$420,280 which was duly cancelled by Caribbean Development Bank.				
Total Central Government loans	1,079,404	547,582	574,341	599,287

Note 1 Statement of Borrowings

Statement of Borrowings		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
Self Financing loans				
European Investment Bank				
1981 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 330,000 ECUs repayable over 30 years commencing 1st May, 1990 at interest of 1% per annum on outstanding balance.	ECU 330,000	75	100	
European Investment Bank				
1987 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 658,000 ECUs repayable over 30 years commencing 5th November 1997 at interest of 1% per annum on outstanding balance.	ECU 658,000	337	407	
University College of the Cayman Islands				
European Investment Bank				
1989 CAYMAN ISLANDS COMMUNITY COLLEGE Soft Loan of 1,500,000 ECUs repayable over 30 years commencing 15th October, 1999 at interest of 1% per annum on outstanding balance.	ECU 1,489,812	872	1,041	
Total Self Financing loans		1,284	1,548	0
Public Authority Loans			136,067	146,909
Cayman Airways Ltd.		30,084		
Cayman Islands Airport Authority		450		
Cayman Turtle Farm		22,433		
Port Authority		4,838		
University College of the Cayman Islands		1,809		
Cayman Islands Development Bank		36,908		
Health Services Authority		1,866		
National Housing and Development Trust		18,185		
Water Authority		12,879		
Total Public Authority loans		129,452	136,067	146,909
Total Entire Public Loans		678,318	711,956	746,196

Note 2 Cash & Cash equivalents

Description (overdraft as negative)	Foreign Currency	Exchange Rate	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
US \$ Operational Current Account	16,533	0.8375	13,846	31,586	40,383
CI\$ Cash in transit (IRIS Remittance Account)	8,414	1.0000	8,414	0	0
CI\$ Executive Current Account	0	1.0000	0	0	0
CI\$ Cash in Hand	642	1.0000	642	2,777	2,000
CI \$ Operational Current Account	82,591	1.0000	82,591	35,444	5,234
Bank Overdrafts	(3,221)	0.8375	(2,698)	0	(16,307)
CI\$ Other Bank Accounts	0	1.0000	0	0	12,724
US\$ Executive Current Revenue Account	0	0.8375	0	0	0
CI\$ Executive Current Revenue account	0	1.0000	0	0	0
Other Short Term Investments	130,124	1.0000	130,124	127,158	117,435
MLAT KYD Bank Account	5,365	1.0000	5,365	0	0
MLAT USD Bank Account	2,656	0.8375	2,224	0	0
CI\$ Payroll Account	8,451	1.0000	8,451	0	0
Fixed Deposits held with Treasury (less than 90 days)	0	1.0000	0	0	0
ForCayman Investment Alliance	1,100	1.0000	1,100	0	0
TOTAL			250,059	196,965	161,469

Note 3 Trade & other receivables

Trade Recivables	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Coercive Revenue	16,431	0	0
Outputs to Cabinet	0	0	0
Outputs to other government agencies	0	0	0
Sale of goods and services	86,598	0	0
Other	6,720	45,167	119,794
Less: provision for doubtful debts	(18,188)	(10,937)	(38,002)
Non-Current trade receivables & other receivables	0	0	0
Total trade receivables & other receivables	91,561	34,230	81,792

Note 3 Trade & other receivables

Other Receivables	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Advances (salary, Official Travel, etc)	161	634	233
Dishonoured cheques	987	866	1,755
Interentity Due from (System Only)	0	0	0
Dividend receivable	0	0	0
Interest receivable	148	652	5
Statutory Authorities & Government Companies	0	0	0
Capital Charge	0	0	0
Other	12,764	20,511	25,328
Loans	0	0	0
Other Non-Current Assets	8	0	0
Less: provision for doubtful debts	(1,917)	(2,506)	(553)
Total other receivables	12,151	20,157	26,768

	Trade Receivables	Other Receivables	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Current					
Past due 1-30 days	40,491	10,935	51,426	32,406	73,085
Past due 31-60 days	8,529	0	8,529	0	0
Past due 61-90 days	4,021	30	4,051	0	0
Past due 90 and above	13,068	1,186	14,254	0	0
Non-Current					
Past due 1 year and above	25,452	0	25,452	21,981	35,475
Total	91,561	12,151	103,712	54,387	108,560

Movements in the provision of doubtful debts are as follows:

Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Balance at 1 July	(13,443)	(38,555)	(37,666)
Additional provisions made during the year	(6,791)	(1,416)	(889)
Receivables written off during the period	129	26,528	0
Total	(20,105)	(13,443)	(38,555)

Note 4: Inventories						
Description	Current	Non-Current	Budget 2011/12	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Inventory held for use in the provision of goods and services	7,780	0	7,780	8,307	7,953	
Inventory held for sale	9,970	0	9,970	9,270	9,849	
Work in Progress and finished goods	0	0	0	0	0	
Impairment of Inventory b/f	(47)	0	(47)	0	0	
Impairment of Inventory 2012/13	(2)	0	(2)	0	0	
TOTAL INVENTORIES	17,701	0	17,701	17,577	17,802	
Note 5: Investments						
Investment	Date of Acquisition	Cost	Market Value	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
SAGICOR	1-Sep-05	20,000	1,905	1,905	1,905	
Other Investments			0	15,399	37,763	
Total			1,905	17,304	39,668	
Note 6: Prepayments						
Description	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Accrued Prepayments	2,657	1,766	4,423	4,283	4,669	
Prepaid Insurance	8,363	18	8,381	4,158	2,192	
Other	24	0	24	0	0	
Total	11,044	1,784	12,828	8,441	6,861	

Note 7 Loans Made

	Loan Description	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Overseas Medical loans	0	12,906	12,906	12,987	13,132
	Personal loans to staff	146	0	146	13	24
	Civil Service Mortgages to staff	64	236	300	750	508
	Student loans	275	0	275	275	280
	Loans to Statutory Authorities and Government Companies	0	0	0	0	0
	Loans to farmers	203	0	203	202	210
	Home School Association	0	0	0	74	74
	Other Loans	900	35,034	35,934	48,906	2,759
	Save The Mortgage	0	2,206	2,206	0	0
	Cayman Airways	0	0	0	0	0
	Cayman Turtle Farm (1983) Ltd.	0	0	0	0	0
		0	0	0	0	0
		0	0	0	0	0
	Provision outstanding loans	0	(15,640)	(15,640)	0	(323)
	BALANCE AS AT 30 JUNE	1,588	34,742	36,330	63,207	16,664
	Appropriations					
	Loans Made	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12		
	LM 1 - Civil Service Mortgages to staff	75	33	35		
	LM 3 - Personal loans to staff	85	0	0		
	LM 4 - Overseas Medical loans	276	66	138		
	LM 10 - Save the Home Mortgage Fund	19	2,047	135		
	LM 11 - Settlement Loans	455	0	0		
	Total Loans Made	910	2,146	308		

Note 8: Property, plant & equipment

Cost of Property, plant & equipment

	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Retriculation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Impairment Reserve	Total
Balance as at 1 July 2012	565,478	40,369	491,800	18,176	29,074	7,566	13,050	45,194	39,603	711,812	64,859	37,175	4,543	8,256	219,719	0	2,297,574
Additions	521	3,918	21,008	4,077	3,769	570	1,978	2,046	2,279	0	2,923	372	24	1,814	(14,358)	0	30,341
Revaluations	4,502	0	(11,240)	(14)	59	0	14	(141)	0	0	0	0	0	0	0	0	(6,820)
Disposals and Derecognition	0	(502)	(6,735)	(686)	(1,082)	(277)	(60)	(873)	(58)	0	0	(928)	(89)	0	(578)	0	(11,868)
Transfers	(230)	12,854	22,187	(192)	5,236	(142)	0	6,052	(2,717)	0	0	8,101	562	1,638	(5,700)	0	47,649
Balance as at 30 June 2013	570,271	56,639	517,020	21,361	37,956	7,717	14,982	52,278	39,107	711,812	67,782	44,720	5,040	11,708	198,483	0	2,356,876

	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Retriculation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Impairment Reserve	Total
Balance as at 30 June 2013	570,271	56,639	517,020	21,361	37,956	7,717	14,982	52,278	39,107	711,812	67,782	44,720	5,040	11,708	198,483	0	2,356,876
Additions	1,325	4,530	19,018	260	4,731	442	2,029	7,377	9	0	5,145	2,860	20	0	321	0	48,067
Revaluations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disposals and Derecognition	0	378	0	(47)	(12)	(10)	0	(378)	0	0	0	0	0	0	0	0	(69)
Transfers	0	(2,814)	(10,328)	(341)	(147)	(9)	0	(1,619)	(88)	0	0	(11,456)	(9)	(1,638)	(7,225)	0	(35,674)
Balance as at 30 June 2014	571,596	58,733	525,710	21,233	42,528	8,140	17,011	57,658	39,028	711,812	72,927	36,124	5,051	10,070	191,579	0	2,369,200

Accumulated Depreciation and impairment losses

	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Retriculation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Impairment Reserve	Total
Balance as at 1 July 2012	0	21,985	143,113	12,345	21,900	6,114	7,289	25,779	14,423	3	22,472	29,730	1,183	2,314	0	0	308,850
Transfers	0	9,849	7,744	33	4,787	(77)	888	679	810	1,514	0	7,674	343	319	0	0	34,563
Eliminate on Disposal/Derecognition 2012/13	0	(24)	(42,819)	(351)	(493)	(151)	(34)	(290)	(2)	0	0	(418)	0	0	0	0	(44,582)
Depreciation Expense 2012/13	0	3,399	19,592	1,636	4,323	592	293	1,251	830	11,703	9	1,711	209	452	0	0	46,000
Impairment Reserve 2012/13 (closing balance 12/13) Allocate	0	0	0	0	0	0	0	0	0	0	0	0	0	624	0	0	624
Balance as at 30 June 2013	0	35,209	127,630	13,863	30,517	6,478	8,436	27,419	16,061	13,220	22,481	38,697	1,735	3,709	0	0	345,455

	Land	Plant and equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Roads and Sidewalks	Water Retriculation	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction or development	Impairment Reserve	Total
Balance as at 30 June 2013	0	35,209	127,630	13,863	30,517	6,478	8,436	27,419	16,061	13,220	22,481	38,697	1,735	3,709	0	0	345,455
Transfers	0	(2,456)	223	(277)	(180)	(104)	(2)	(217)	(32)	3,777	0	(10,891)	(3)	(88)	0	0	(10,250)
Eliminate on Disposal/Derecognition 2013/14	0	0	0	(47)	(12)	(10)	0	0	0	0	0	0	0	0	0	0	(69)
Depreciation Expense 2013/14	0	3,824	17,550	1,128	4,264	484	1,316	2,766	1,810	8,249	2,531	1,965	282	619	0	0	46,788
Impairment Reserve 2012/13 (closing balance 13/14) Allocate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June 2014	0	36,577	145,403	14,667	34,589	6,848	9,750	29,968	17,839	25,246	25,012	29,771	2,014	4,240	0	0	381,924

Net Book value 30 June 2013	570,271	21,430	389,390	7,498	7,439	1,239	6,546	24,859	23,046	698,592	45,301	6,023	3,305	7,999	198,483	0	2,011,421
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Net Book value 30 June 2014	571,596	22,156	380,307	6,566	7,939	1,292	7,261	27,690	21,189	686,566	47,915	6,353	3,037	5,830	191,579	0	1,987,276
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Note 9: Intangible Assets

	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 1 July 2012	2,871	2,328	0	5,199
Additions	1,668	50	0	1,718
Revaluations	0	0	0	0
Disposals and Derognisation	0	0	0	0
Transfers	5,896	(2,028)	0	3,868
Balance as at 30 June 2013	10,435	350	0	10,785
	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 30 June 2013	10,435	350	0	10,785
Additions	538	0	0	538
Revaluations	0	0	0	0
Disposals and Derecognition	0	0	0	0
Transfers	42	0	0	42
Balance as at 30 June 2014	11,015	350	0	11,365
Accumulated Depreciation and impairment losses				
	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 1 July 2012	1,781	0	0	1,781
Transfers	3,714	0	0	3,714
Eliminate on Disposal/Derecognition 2012/13	0	0	0	0
Amortisation Expense 2012/13	840	12	0	852
Impairment Reserve 2012/13 (closing balance 12/13)	0	0	0	0
Allocate				
Balance as at 30 June 2013	6,335	12	0	6,347
	<i>Computer Software</i>	<i>Assets under construction or development</i>	<i>Other Intangible Assets</i>	Total
Balance as at 30 June 2013	6,335	12	0	6,347
Transfers	42	0	0	42
Eliminate on Disposal/Derecognition 2013/14	0	0	0	0
Amortisation Expense 2013/14	1,020	12	0	1,032
Impairment Reserve 2012/13 (closing balance 13/14)	0	0	0	0
Allocate				
Balance as at 30 June 2014	7,397	24	0	7,421
Net Book value 30 June 2013	4,100	338	0	4,438
Net Book value 30 June 2014	3,618	326	0	3,944

Note 10: Trade payables, other payables & Accruals

	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Creditors	78,694	0	78,694	73,278	36,120
Creditors Ministries/Portfolios	0	0	0	0	0
Creditors other government agencies	0	680	680	0	0
Payroll Deductions	2,191	0	2,191	1,607	1,909
Outputs to Cabinet by M/P	0	0	0	0	0
Outputs to other government agencies SAGC	0	0	0	0	0
Operating Lease	0	0	0	9	16
Accrued Expenses	26,646	900	27,546	23,267	32,200
Accrued Expenses Ministries/Portfolios	0	0	0	0	0
Accrued Expenses other government agencies	55	0	55	0	0
Inter-entity due to	0	0	0	0	0
Accrued Entity Interest	0	0	0	0	0
Loan Interest Payable	4,383	0	4,383	4,547	5,069
Statutory bodies – self financing loan Interest	2	0	2	0	0
Non-current current payables and accruals	0	0	0	0	0
Provisions	0	0	0	0	0
Other payables	16,643	3,431	20,074	16,797	1,461
Total trade payables other payables and accruals	128,614	5,011	133,625	119,505	76,775

Note 11 : Unearned Revenue

Details	Current	Non-Current	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Rentals paid in advance	0	0	0	1,113	0
Immigration deposits	0	0	0	0	16,597
Customs deposits	2,490	0	2,490	1,974	1,656
Revenue deposits	922	0	922	0	3,510
Philatelic revenue deposits	0	0	0	0	0
Other unearned revenue	32,390	0	32,390	31,165	10,663
Total unearned revenue	35,802	0	35,802	34,252	32,426

Note 12: Employee entitlements

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Annual Leave	5,684	3,493	6,574
Retirement and long service leave	3,035	1,917	438
Accrued salaries	568	3,047	4,864
Travel	0	0	0
Pension	0	48	0
Other salary related entitlements	0	0	1,383
Total current portion	9,287	8,505	13,259
Non-current employee entitlements are represented by:			
Retirement and long service leave	171	5,014	438
Total employee entitlements	9,458	13,519	13,697

Note 13: Unfunded Pension Liability

Actuarial Valuations with an effective date of **1 January 2011** were conducted for three separate Plans; the Public

Core Government Unfunded Pension Liability **\$178.3 million** represents the Fund Deficiencies arising mainly as a
The actuarial valuation calculated a fund deficiency as at **January 1, 2011**

Public Service Pensions Plan Actuarial Valuation

	\$'000		
Public Service Pensions Plan Actuarial Valuation	(181,064)	(192,400)	(195,522)
Parliamentarian pensions plan actuarial valuation	(12,910)	(14,705)	(14,705)
Judicial Public Service Pensions Plan Actuarial Valuation	447	22	22
	(193,527)	(207,083)	(210,205)

Additional details on the valuation are:

Public Service Pensions Plan Actuarial Valuation

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Value of pension fund allocated asstes	317,879	174,300	183,062
Past service liability (Enter -No.)	(498,943)	(366,700)	(378,584)
Fund deficiency	(181,064)	(192,400)	(195,522)

Parliamentarian pensions plan actuarial valuation

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Value of pension fund allocated asstes	3,810	4,729	4,729
Past service liability (Enter -No.)	(16,720)	(19,434)	(19,434)
Fund deficiency	(12,910)	(14,705)	(14,705)

Judicial Public Service Pensions Plan Actuarial Valuation

	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Value of pension fund allocated asstes	2,846	1,901	1,901
Past service liability (Enter -No.)	(2,399)	(1,879)	(1,879)
Fund deficiency	447	22	22

[illegible]

RESERVE FUND DEPOSIT BALANCES AT JUNE 30, 2014					
Fund	Where Held	Value	CI\$ Amount	Unaudited Actual	Unaudited Actual
General					
	CNB	16,272	16,272		
	BNS	15,316	15,316		
	BOB	13,198	13,198		
Sub Total			44,786	0	0
Student Loan	BNS	1,806	1,806		
Sub Total			1,806	0	0
Nat'l Hurricane	BNS	4,242	4,242		
Sub Total			4,242	0	0
Housing	BOB	758	758		
	BNS	151	151		
Sub Total			909	0	0
Roads Fund		0	0		
			0	0	0
Infrastructure Development	BNS	2,228	2,228		
Sub Total			2,228	0	0
Environmental Protection	BOB	10,167	10,167		
	BNS	19,114	19,114		
	CNB	17,719	17,719		
			47,000	0	0
SINKING FUND for 2009 Bond Issue	CNB	1,087	1,087		
Sub Total			1,087	0	0
Total Reserve Funds		102,058	102,058	0	0

Note 15: Coercive revenue

Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
Alcoholic Beverages Duty	17,528	17,149	16,375
Annual fee for Certificate of Direct Investment - Fee equivalent to that payable for a workpermit	0	0	0
Annual Permanent Resident Work Permit Fee	10,166	9,458	9,672
Banks and Trust Licenses	34,089	33,511	23,372
Building Permit Fees	1,788	1,779	1,237
Business Premise Fee	0	0	0
Business Staffing Plan Board Fees	68	41	62
Business Visitors Permit	20	0	0
Cable and Wireless License	0	0	0
Caymanian Status Fees	321	510	382
CIMA Transactional Fees	0	0	1,799
Cinematographic Licenses	0	0	0
Community Enhancement Fees	0	0	0
Compounded Penalties	60	118	53
Court Fees	1,295	1,294	1,340
Court Fines	1,100	1,090	753
Cruise Ship Departure Charges	11,341	8,531	8,538
CUC - License	2,240	2,343	1,926
Customs Fines	0	1	2
Debit Transaction Fees	2,471	2,332	2,162
Dependant of Caymanian Grant Fee	3	2	2
Environmental Protection Fund Fees	6,936	5,415	4,930
EZG- Special Economi	98	90	0
Firearms Licenses	12	30	46
Gasoline Diesel Duty	35,697	34,665	34,533
General Registry Fees	311	0	0
Grant of Temporary Work Permit - Seasonal Worker	11	30	32
Grant of Temporary Work Permit - Entertainer	2	0	0
Health Insurance Fund Fee	0	3,561	2,453
Health Practitioners' Board Fee	700	652	577
Hotel Licenses	186	183	158
ICTA Licences	7,344	7,708	7,627
Immigration Fines	254	242	143
Immigration Non-Refundable Repatriation Fee	1,159	1,108	1,139
Infrastructure Fund fee	1,309	327	222
Insurance Licenses	9,463	8,732	7,688
Issue Fee for Certificate of Direct Investment	0	0	0
Issue Fee for Specialist Caregiver Certificate	25	26	0
Key Employee Designation	200	952	992
Land Holding Companies Share Transfer Charge	705	3,848	785
Land Registry Fees	1,092	1,034	1,079

Note 15: Coercive revenue				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Law Firm Operational	1,940	1,940	1,984
	Lease of Crown Lands	0	0	0
	Legal Practitioner Fee	1,350	1,349	1,392
	Liquor Licenses	639	651	641
	Local Co. and Corp. Mgmt. Fees	2,665	2,676	951
	Local Company Control License Grants/Renewals	370	377	318
	Local Vessel Licenses	42	42	70
	Miscellaneous Immigration Fees	0	0	0
	Miscellaneous Income (Executive Only)	43	0	0
	Money Services Licence	73	71	86
	Money Transfer Fees	3,193	2,911	2,209
	Monies transferred from Defunct Companies	0	0	0
	Motor Vehicle Charges	12,617	10,522	1,308
	Motor Vehicle Drivers Licences	2,527	2,351	1,308
	Motor Vehicle Duty	11,416	11,085	9,669
	Motor Vehicle Environmental Tax	670	693	342
	Mutual Fund Administrators	42,390	36,724	34,717
	Non-Refundable Election Nomination Deposits	0	0	0
	Notary Public Fees	245	224	239
	Not-for-Profit Licence	0	0	0
	Other Company Fees - Exempt	81,624	62,145	54,828
	Other Company Fees - Foreign	5,368	3,935	3,747
	Other Company Fees - Non-Resident	4,505	4,527	4,386
	Other Company Fees - Resident	2,366	1,974	2,392
	Other Import Duty	87,105	84,607	97,405
	Other Stamp Duty	9,395	6,863	7,329
	Other Taxes	0	5,169	0
	Package Charges	1,019	996	1,062
	Partnership Fees	31,195	23,349	10,938
	Patents and Trademarks	1,398	1,171	1,136
	Pension Plan Registration Fees	0	0	0
	Planning Fees	855	851	917
	Procedural Fines	120	117	49
	Proceeds of Crime L	50	0	0
	Public Transport - Drivers Licenses	47	1	21
	Public Transport - Operator Licenses	80	0	6
	Radio communication services and maintenance fees	0	0	0
	Radio Licenses	49	0	0
	Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	4	5	3
	Residency & Employment Rights Certificate by Dependent of a P.R	149	132	241
	Residency & Employment Rights Certificate Issue Fee	1,502	1,500	857
	Residency and Employment Rights Certificate by Spouse of a Caymanian	137	136	171

Note 15: Coercive revenue				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Residency Certificate for Persons of Independent Means Grant Fee	240	231	289
	Royalties and Dredging	0	181	122
	Royalty Fees from ICTA Licences	0	0	0
	Security Investments	11,084	11,822	8,894
	Ship Registration Fees	110	69	107
	Spear Gun Licenses	5	5	7
	Special Marriage Licenses	80	76	84
	Stamp Duty - Land Transfers	27,508	35,306	23,254
	Stamp Duty - Online Meter	1,500	184	148
	Tax & Trust Renewals	0	8,940	0
	Tax and Trust Undertakings	17,491	0	9,198
	Telephone Service Fees	0	0	0
	Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	4	1	2
	Timeshare Ownership	699	708	1,144
	Tobacco Dealer Registration fees	103	103	105
	Tobacco Products Duty	6,930	6,729	4,579
	Tourism Fines	0	0	0
	Tourist Accommodation Charges	19,489	14,105	11,783
	Tower Licence Fees	0	0	0
	Traders Licenses	6,926	6,353	6,124
	Trust Registration Fees	960	659	681
	W.I.Z. - Boat Licensing	13	13	7
	WGG-Term Limit Exemption Permit Amendment Fee	0	0	0
	Work Permits Fees	58,705	53,614	47,796
	Working Under Operation of Law Fees	3,564	1,804	1,951
	WTG-Term Limit Exemption Permit Grant Fee	175	2,293	0
	WTR-Term Limit Exemption Permit Renewal Fee	131	982	0
	Stamp Duty on Property Insurance	1,201	0	0
	Total Revenue	612,060	560,036	487,075
Note 16: Other revenue				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	MLAT Proceeds (Org 4	0	0	0
	Hurricane Ivan Loans	11	0	0
	Miscellaneous Receipt	113	0	0
	Investment in Sagicor	0	0	0
	Other revenue	3,744	874	846
		3,868	874	846

Note 17 Sale of Goods & Services				
	Revenue Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Fees and charges	74,650	85,755	49,936
	General sales	103,743	116,687	121,488
	Rentals	3,868	3,076	2,199
	Other	43,357	34,658	8,561
	Total Revenue	225,618	240,176	182,184
	<i>Fees and Charges</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Agricultural Department Fees	315	312	259
	Annual Work Permit Application Fees (Entity)	991	996	1,074
	APA - Appeal to Board against decision made by an Immigration Officer Application Fee	8	0	0
	Application Fee for Certificate of Direct Investment	0	0	99
	Application Fee for Specialist Caregiver Certificate	2	0	99
	Authentication and Apostille of Documents Fees	1,808	1,753	1,786
	Bailiff Fees	6	0	0
	Business Staffing Plan Application Fees (Entity)	10	13	16
	BVX - Business Visitors Permit - Express Determination Fee	25	0	0
	Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	56	49	48
	Caymanian Status Application Fees (Entity)	156	170	143
	Customised Motor Vehicle Licence Plate Fees	20	22	19
	Customs Special Attendance Fees	691	427	678
	Dependant of a Caymanian Admin Fee	2	3	1
	Disinsection Fees	12	13	12
	Drivers Examination Fees	161	159	143
	Duplicate Vehicle Log Books	42	41	29
	Electrical Inspection Fees	25	25	29
	Electrical Licence Fees	60	55	43
	Elevator Inspection Fees	50	42	0
	Environmental Service Fees	25	15	25
	Examination Fees	1,307	1,356	186
	External Training	25	14	10

Note 17 Sale of Goods & Services				
<i>Fees and Charges</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Fixed Term Work Permit Administration Fees	0	0	5	
Garbage Fees	2,630	2,757	2,542	
Heavy Equipment Application Fees	4	3	3	
Key Employee Designation Application Fee	16	166	152	
Land Registry Fees	0	0	44	
Land Survey Fees	115	145	193	
Law School Fees	720	783	855	
Local Companies Administration Fees	6	0	0	
Mail Terminal Credits	505	520	472	
Maintenance of Buildings (Labour)	8	0	0	
Media Product Licence	0	2	2	
Motor Vehicle Inspection Fees	1,308	1,227	953	
Motor Vehicle Licence Plate Fees	331	311	203	
Naturalisation and Registration Fees	460	475	512	
Other Company Fees - Exempt (Entity)	126	18,934	19,267	
Other Company Fees - Foreign (Entity)	0	1,146	978	
Other Company Fees - Non-Resident (Entity)	0	163	133	
Other Company Fees - Resident (Entity)	0	377	336	
Other Fees	0	354	336	
Other Immigration Fees	1,183	1,131	1,246	
Other Labour Charges - PWD (Cayman Brac)	14	14	22	
Partnership Fees (Entity)	0	4,754	4,479	
Passport Fees	548	571	589	
Patents and Trademarks	0	177	218	
Pension Plan Registration Fees	998	0	0	
Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	114	88	0	
Private Sector Computing Fees	835	741	715	
Public Library Fees	13	16	14	
Public Record Fees	0	85	67	
Radio Communications Service and Maintenance Fees	0	5	0	
Recycling Fees	30	37	540	
Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	1	1	
Residency & Employment Rights Certificate Admin Fee	679	80	1	
Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	26	24	73	
Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	99	114	28	
Residency Certificate for Persons of Independent Means Admin Fee	6	10	117	
RFA - Permanent Residence - Persons of Independent Means - Application Fee	6	0	0	
RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	6	0	0	
RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	3	0	0	
School Fees	287	460	479	
Special Econ. Zone - Trade Certificate Fee	12	0	0	
Special Marriage License Application Fee	26	25	27	

Note 17 Sale of Goods & Services				
	<i>Fees and Charges</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Temporary Residency and Employment Rights Certificate to Spouse of Caymanian Admin Fee	1	2	0
	Temporary Work Permit Application Fees (Entity)	811	807	806
	Term Limit Exemption Permit Administrative Fee	23	86	0
	Tourist Reservation Fees	10	13	10
	Tower Licence Fees	230	280	10
	Trade and Business Administration Fees	357	349	387
	Transcript Fees	7	0	0
	Trust Registration Fees (Entity)	0	295	251
	TWP Entertainer Application Fee	1	1	1
	Variation/Amendment Fee for BSP	20	24	15
	Vault Sales (Cemetery Fees)	130	113	99
	Vehicle And Equip. Maintenance Fees	58	0	0
	Vehicle Bank Liens	49	44	21
	Vehicle Change of Ownership	185	182	157
	Vehicle Disposal Fees	708	807	772
	VWA - Visitor's Work Visa Application Fee	79	0	0
	Warehousing	915	910	938
	WEA-Term Limit Exemption Permit Renewal Administrative Fee	15	0	0
	Web Receipts	375	351	356
	WGA-Term Limit Exemption Permit Amendment Administrative Fee	5	0	0
	Work Under Operation of Law Fees	158	129	194
	Online Planning System Fees	20	0	0
	Planning Inspection Call-Out Fee	8	0	0
	Fees and Charges - SAGC	53,573	40,200	5,618
	Total Fees & Charges	74,650	85,755	49,936
	General Sales			
	Express Fee - Work Permits	985	982	976
	Fuel Sales	0	2	0
	General Search Fees	0	197	183
	Inventory Spare Parts	77	0	0
	Maintenance of Buildings (Materials)	55	0	0
	Miscellaneous Sales	6	16	47
	Other Postal Business	103	108	121
	Philatelic Sales	27	38	25
	Police Clearances	787	710	356
	Postal Stamps	1,670	1,737	1,991
	Prison Craft Sales	0	10	0
	Prison Sales	0	4	0
	Refund Processing Fees	6	4	4
	Registration & Attendance Fee for Workshops	0	2	11
	Sale Of Advertising Space	500	484	457
	Sale of Agric. Supplies/Produce	1,675	1,589	1,207
	Sale of Custom Forms	27	22	25
	Sale Of Gazettes And Subscriptions	700	699	720
	Sale Of Laws	22	28	33
	Sale of Planning Documents	6	6	8
	Temporary Work Permit - Seasonal Worker	1	4	2
	General Sales - SAGC	97,096	110,045	115,322
	Total General Sales	103,743	116,687	121,488

Note 17 Sale of Goods & Services				
<i>Fees and Charges</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Rentals				
Equipment Rental - PWD (Cayman Brac)	7	7	9	
Postal Box Rental Fees	980	962	942	
Rental - School Canteens	98	291	0	
Rental - Temporary Housing	3	3	7	
Rentals - Craft Market	60	1,682	0	
Rentals - Government Housing	5	23	33	
Rentals - Other Properties	93	96	149	
Rentals - Town Halls	14	12	20	
Rentals - SAGC	2,608	0	1,039	
Total Rentals	3,868	3,076	2,199	
Other Goods & Services Revenue				
Goods & Services Revenue				
Births, Deaths & Marriages	0	96	86	
GIS Applications	103	109	210	
GPS Licenses Refund	18	16	21	
Internal Audit Service Fees	0	17	17	
Mapping Services	80	81	25	
Miscellaneous Licensing Receipts	107	77	8,202	
Miscellaneous Receipts	135	0	0	
Other Goods & Services - SAGC	42,914	34,262	0	
Total Goods & Services Revenue	43,357	34,658	8,561	
Other Interdepartmental Revenue				
Financial Attest Services	0			
Revenue from Ministries/Portfolios & Public Authorities	0			
Total Other Interdepartmental Revenue	0	0	0	
Total Goods and Services	225,618	240,176	182,184	

Note 18: Investment revenue				
	Revenue type	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Interest on deposits	66	(102)	0
	Interest on cash balances	547	198	1,906
	Interest on Loans	24	0	0
	Royalties	1,383	1,243	0
	Other	574	1,215	0
	Total Investment revenue	2,594	2,554	1,906
Note 19: Donations				
	Source	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Other	762	910	1,019
	"ForCayman Investment Alliance" Agreement	156	0	4,100
	Total donations	918	910	5,119
Note 20: Personnel costs				
	Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Salaries, wages and allowances	308,273	301,571	299,282
	Health care	8,265	2,408	2,797
	Pension	30,550	36,402	18,596
	Leave	789	1,013	1,199
	Other personnel related costs	3,439	4,100	5,206
	Total Personnel Costs	351,316	345,494	327,080

Note 21: Supplies and consumables				
	Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Supplies and Materials	42,669	40,478	45,132
	Purchase of services	50,441	49,108	82,843
	Lease of Property and Equipment	9,853	10,945	16,000
	Utilities	25,994	26,472	24,861
	General Insurance	15,309	16,157	16,444
	Travel and Subsistence	3,322	3,150	3,864
	Recruitment and Training	3,455	1,960	2,928
	Other	77,415	72,099	4,823
	Total Supplies & consumables	228,458	220,369	196,895
Note 22: Finance costs				
		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Interest on borrowings	36,379	34,353	38,094
	Other borrowing costs	148	2,526	1,141
	Overdraft Expenses	433	2,337	22
	Total Finance cost	36,960	39,216	39,256
Note 23: Litigation cost				
	Litigation Costs	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Legal Fees	1,955	2,400	707
	Total Litigation cost	1,955	2,400	707
Note 24: (Gains) / losses				
		Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Net (gain) / loss on disposal of property, plant and equipment	(7)	0	0
	Net (gain) / loss on foreign exchange Transactions	(1,849)	161	(2,053)
	Total gains/ (losses)	(1,856)	161	(1,551)

Note 25: Output from Non-government Suppliers

	Output Group	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - NGS Outputs			
	NGS 1 - Organize, Administer and Execute the Cayman Islands Fishing Tournament	32	33	37
	NGS 2- Legal Aid	2,500	2,314	1,810
	NGS 3 - Organization of Batabano Festival	21	21	24
	NGS 4 - Aids and First Aid Education Program	25	25	28
	NGS 6 - Anti-Substance Abuse Programmes	0	21	139
	NGS 7 - Management of Small Business Development	270	277	308
	NGS 20 - Employee Assistance Programme	126	126	59
	NGS 24 - Spaying and Neutering of Dogs and Cats	19	19	17
	NGS 25 - Teaching of Tertiary Education Course (ICCI)	90	90	100
	NGS 26 Organization of the Miss Cayman Pageant	0	0	79
	NGS 27 - Supervision of Pre-School Children (NCVO)	54	54	60
	NGS 34 - Primary and Secondary Education by Private Schools	1,530	1,529	1,598
	NGS 38 - Services for refugees	270	445	239
	NGS 47 - Mentoring Cayman Program	10	10	12
	NGS 53 - Palliative Care Nursing - Hospice Care	56	56	62
	NGS 54 - Social Marketing for Prevention of HIV/AIDS - Cayman Aids Foundation	50	50	56
	NGS 55 - Tertiary Medical Care at Various Overseas Providers	14,000	15,334	18,358
	NGS 57 - Gardening Projects and Landscaping	4	4	4
	NGS 58 - Elite Athletes Program	193	241	219
	NGS 59 - Youth Development Program	67	36	32
	NGS 60 - Sports Program	712	709	698

Note 25: Output from Non-government Suppliers

	<i>Output Group</i>	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - NGS Outputs			
	NGS 61 - Other Sports and Cultural Program	56	56	58
	NGS 62 - Community Development, Prevention and Beautification Programmes	0	0	14
	NGS 63 - School Lunch and Uniform Programmes	477	477	585
	NGS 64 - Care of the Indigent, Elderly and Disabled Persons	1,400	1,279	1,210
	NGS 65 - National Council of Voluntary Organization and Children Services	117	117	117
	NGS 66 - Foster Care for Children	225	225	188
	NGS 67 - Community Programmes	116	116	116
	NGS 68 - Rental Accomodation for Persons in Need	1,600	1,570	1,861
	NGS 70 - Burial Assistance for Indigents	150	133	138
	NGS 71 - Support for Battered Women and Children	300	300	274
	NGS 72 - Therapeutic Services for Young Persons	25	0	3
	NGS 74 - Preservation of Natural Environments and Places of Historic Significance	470	214	238
	NGS 76 Autism Diagnostics and Sexual Trauma Recovery Programme (Wellness Centre)	45	43	101
	NGS 77- Music Therapy Without Borders (Wellness Centre)	60	60	66
	NGS 79 - Cayman Islands Protective Services (K9-Security Services)	32	16	0
	NGS 80 - Elite Athletes Transfer Program	23	0	0
	NGS 81 - Young Nation Building Fund - Transition Funding	42	0	0
	Total	25,167	26,000	28,910

Note 26: Transfer Payments				
	Output Group	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - Transfer Payments			
	TP 12 - Tourism Scholarships	615	480	604
	TP 13 - Miss Cayman Scholarship	20	2	42
	TP 27 - Pre-School Educational Assistance	714	705	817
	TP 30 - Local, Overseas Scholarships and Bursaries	10,763	9,243	8,270
	TP 41 - Poor Relief Payments	6,260	6,049	6,039
	TP 43- Poor Relief Vouchers	1,500	1,468	2,119
	TP 44 - Temporary Poor Relief for Young Parents Programme (YPP) Students	30	18	20
	TP 45 - Youth After Care Payments	60	22	18
	TP 46 - Emergency Relief Payments	30	17	13
	TP 47 - Ex- Gratia Benefits to Seamen	5,430	5,401	5,609
	TP 48 - Benefit Payments to Ex-Servicemen	1,221	1,246	1,295
	TP 49 - Youth Programmes - Churches and Other Non-Governmental Organisations	216	179	120
	TP 50 -Pre-School Assistance	150	122	217
	TP 51 - Other Educational Assistance	233	233	303
	TP 52 - Young Nations Builders Scholarship Fund (YNBP)	2,250	3,653	2,948
	TP 53 - Other Youth, Sports & Culture Programmes/Events	425	628	777
	TP 55 - Interest on Loans - Public Servants	8	16	47
	TP 56 - Employment Initiatives	563	440	512
	TP 57 - Children and Family Services Support	582	579	0
	TP 58 - Support for the Cayman Islands Red Cross	70	59	70
	TP 59 Support for Crime Stoppers	0	0	100
	TP 60 - Housing Assistance	148	615	883
	TP 61 - Student Enrichment & Support Services (formally After School Programmes)	555	553	0
	TP 63 - Support to Local Business Associations	65	0	0
	TP 64 - Law Enforcement Equipment Services	340	0	0
	TP 66 - Sister Islands Home Repairs Assistance	375	0	0
	TP 67 Sports and Cultural Tourism Programmes Assistance	500	0	0
	TP 69 - Support for the Bridge Foundation	60	0	0
	Total	33,183	31,728	30,822

Note 27: Other Executive Expenses (OE's)				
	Output Group	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	Appropriation - OE's			
	OE 1 - Personal Emoluments for the Judiciary	2,068	2,029	1,926
	OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,252	2,957	3,013
	OE 4 - Judiciary Expenses	501	536	555
	OE 5 - Constituency Allowance	575	449	555
	OE 9 - Caribbean Economic Community (CARICOM) Fees	152	147	213
	OE 10 - Caribbean Regional Technical Assistance Centre (CARTAC)	0	10	0
	OE 11 - Subscription to Caribbean Examinations Council	13	11	11
	OE 12 - University of the West Indies Membership Levy	103	103	372
	OE 14 - Caribbean Food and Nutrition Institute Subscription	3	3	1
	OE 15 - Pan American Health Organisation Subscription	18	11	18
	OE 16 - Caribbean Health Research Council Subscription	5	5	2,267
	OE 17 - Caribbean Epidemiology Centre Subscription	15	10	15
	OE 19 - Ex-Gratia Recipients Plan Payments	1,200	1,000	1,111
	OE 25 - Settlement of Court	110	105	0
	OE 26 - Personal emoluments for the Attorney General	180	181	181
	OE 27 - Past Service Pension Liability Payments	11,400	16,888	1,825
	OE 43 - Depreciation of Judicial Executive Assets	92	22	0
	OE 48 - Depreciation of the Portfolio of Civil Service Execut	180	139	239

Note 27: Other Executive Expenses (OE's)				
	Output Group	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12
	OE 54 - Caribbean Catastrophic Risk Insurance Facility - Annual Premium	500	803	840
	OE 57 - Executive Bank Charges	21	24	24
	OE 57 - Executive Bank Charges	6	24	24
	OE 63 - Contribution to Caribbean Development Bank	0	127	0
	OE 65 - Court of Appeal Expenses	431	340	417
	OE 66 - United Nations Caribbean Environmental Program	8	8	6
	OE 71 - Support for the Commonwealth Parliamentary Association	95	95	75
	OE 77 - Depreciation of Ministry of Planning, Lands, Agriculture, Housing & Infrastructure Executive Assets	9,694	6,500	6,101
	OE 78 - Depreciation of Ministry of Community Affairs Executive Assets	27	376	16
	OE 81 - World Anti-Doping Agency (WADA)	6	26	3
	OE 82 - Regional Anti-Doping Organisation (RADO)	4	4	3
	OE 86 - Compensation	519	530	2,296
	OE 87 - Default on Paloma Government Guaranteed Loan Scheme	70	77	0
	OE 89 - Voluntary Separation Package	500	0	0
	OE 91 - Ministry of District Administration Executive Assets	734	0	0
	Total	32,482	33,540	22,107
	OE categorisation			
	Personnel Costs	18,018	23,055	8,056
	Depreciation	10,727	7,037	6,356
	Other executive expenses	3,737	3,448	7,695
	Total OE's	32,482	33,540	22,107

Note 28: Reconciliation of net cash flows from operating activities to surplus/(deficit)				
Description	Budget 2013/14	Unaudited Actual 2012/13	Unaudited Actual 2011/12	
Surplus/(deficit) from ordinary activities	100,336	63,320	1,815	
Non-cash movements				
Depreciation and Amortisation	47,820	46,000	36,381	
(Gain)/losses on sale of property plant and equipment	(7)	0	502	
Changes in current assets and liabilities:				
(Increase)/decrease in other current assets	2,165	1,874	(5,379)	
Increase/(decrease) in other current liabilities	(6,639)	25,879	(11,346)	
Net cash flows from operating activities	143,675	137,073	21,973	