

# **ANNUAL BUDGET STATEMENT**

**FOR THE YEAR  
ENDING  
30 JUNE 2014**



**CAYMAN ISLANDS  
GOVERNMENT**

# **2013 / 14 BUDGET**



CAYMAN ISLANDS  
GOVERNMENT

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# ANNUAL BUDGET STATEMENT

for the

# 2013/14 FISCAL YEAR

CAYMAN ISLANDS GOVERNMENT ADMINISTRATION BUILDING, ELGIN AVENUE, GEORGETOWN, CAYMAN ISLANDS

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# TABLE OF CONTENTS

|                                                                            |     |
|----------------------------------------------------------------------------|-----|
| PREFACE.....                                                               | 2   |
| CABINET OFFICE.....                                                        | 9   |
| MINISTRY OF HOME AND COMMUNITY AFFAIRS .....                               | 56  |
| HOME AFFAIRS.....                                                          | 57  |
| COMMUNITY AFFAIRS .....                                                    | 138 |
| MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT .....                         | 214 |
| MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT .....             | 279 |
| MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT .....           | 343 |
| MINISTRY OF PLANNING, LANDS, AGRICULTURE, HOUSING AND INFRASTRUCTURE ..... | 425 |
| MINISTRY OF EDUCATION, EMPLOYMENT AND GENDER AFFAIRS.....                  | 523 |
| MINISTRY OF HEALTH, SPORTS, YOUTH AND CULTURE .....                        | 605 |
| PORTFOLIO OF THE CIVIL SERVICE.....                                        | 689 |
| PORTFOLIO OF LEGAL AFFAIRS.....                                            | 752 |
| OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS .....                        | 793 |
| JUDICIAL ADMINISTRATION.....                                               | 828 |
| OFFICE OF THE AUDITOR GENERAL.....                                         | 869 |
| OFFICE OF THE COMPLAINTS COMMISSIONER.....                                 | 902 |
| INFORMATION COMMISSIONER'S OFFICE .....                                    | 936 |

## **PREFACE**

In accordance with the requirements of the Public Management and Finance Law (2012) Revision, this volume of documents contains the Annual Budget Statement, for each Ministry, Portfolio and Office for the 2013/14 financial year.

The 2012/13 Unaudited Financial Results are provided for comparative purposes.

The Annual Budget Statements specify the output delivery and ownership performance expected for each Ministry, Portfolio or Office for the 2013/14 financial year.

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

The Annual Budget Statement for each Ministry/ Portfolio/ Office comprises of the following:

### **PART A Ownership Performance**

- A description of the Nature and Scope of Activities to better reflect outputs not being purchased by Cabinet;
- Strategic Goals and Objectives;
- Ownership Performance Targets, which includes financial performance, human and physical capability measures, information regarding major entity capital expenditures, and issues of risk; and
- Planned equity investments and withdrawals into or from the Ministry/ Portfolio are reported

### **PART B Output Performance**

- Outputs to be delivered pertains only to those outputs which Cabinet is buying. These output costs are measured on an accrual basis and do not include any inter-agency charges, with the exception of the Audit Office. This section details:
  - o A description of the output to be purchased;
  - o The quantity and quality of each output to be purchased;
  - o The delivery dates of each output to be purchased;
  - o The place of delivery of each output to be purchased; and

- o The price to be paid for each output to be purchased.
- o Payment Arrangement schedule inclusive of an invoice profile.

## **ACCRUAL- BASED FORECAST FINANCIAL STATEMENTS**

### **Cabinet Purchased Outputs and Interagency Charging**

In 2013/14, most agencies, with the exception of the Audit Office, will charge Cabinet the cost of producing their outputs.

### **Output Cost**

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

### **The Capital Charge**

The capital charge rate was set to zero for the 2013/14 financial year.

### **Payment Arrangements**

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

Ministries/Portfolios maintain their own bank account (within a suite of accounts overseen by the Treasury) and are responsible for managing their own working capital. This means that each Ministry/Portfolio will need to ensure that sufficient cash is in the bank account before cheques are authorised or payroll is run. This in turn means that each Ministry/Portfolio will need to ensure that they collect revenue (from the supply of outputs) in a timely manner, and manage their debtor and creditor position so as to maximise their cash position.

### **Accrual Forecast Financial Statements**

The financial figures presented in the Annual Budget Statements reflect accrual budgeting as specified by the Public Management and Finance Law (2012 Revision).

The forecast financial statements of a Ministry/Portfolio for the 2013/14 financial year are provided in the Appendix to its Annual Budget Statement. These statements specify the financial performance the Ministry/Portfolio is seeking to achieve during the financial year, and is specified in four different statements together with a Statement of Accounting Policies and Notes for the Financial Statements (as below):

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

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

The format of these forecast financial statements is similar to those used by private businesses, and mirrors those that will be used to report Ministry/Portfolio financial performance in quarterly and annual reports. The forecast financials comply with the format and accounting policies required by the Financial Regulations (2010 Revision), and the Public Management and Finance Law (2012 Revision). The Financial Regulations in turn comply with Generally Accepted Accounting Practices as specified by International Public Sector Accounting Standards issued by the International Federation of Accountants.

#### Financial Performance Measures

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

##### Operating Statement Measures:

- **Revenue from Cabinet:** this is revenue the Ministry/Portfolio is forecast to earn from Cabinet for producing and delivering outputs for Cabinet's purchase. For the 2013/14 fiscal year, Cabinet will purchase most outputs from Ministries/Portfolios.
- **Revenue from Statutory Authorities and Government Companies:** this is the revenue a Ministry/Portfolio is forecast to earn from Statutory Authorities and Government Companies for producing and delivering outputs which those agencies are buying (these outputs are also specified in Part A of the Annual Budget Statement, since in most cases, Cabinet is also buying them).
- **Revenue from Others:** this is the revenue a Ministry/Portfolio is forecast to earn from the public for producing and delivering outputs which members of the public (including private sector businesses) are buying; i.e. paid for directly through user charges (these outputs are also specified in Part B of the Annual Budget Statement, as Cabinet is also buying them).
- **Surplus/Deficit from Outputs:** this is the difference between the amount of revenue earned from producing outputs, and the cost of producing those outputs.
- **Operating Surplus/Deficit:** this is total revenues less total expenses.

##### Balance Sheet Measures:

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

Cash Flow Measures:

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

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

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

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

The Surplus/Deficit from Outputs measure tells the reader whether the agency is earning enough revenue to cover the cost of producing its outputs (a deficit means it is producing its outputs at a loss; a zero balance means it is breaking even; and a surplus means that it is making a profit). This is an important measure because the Public Management and Finance Law (2012 Revision) prohibits Ministries/Portfolios from producing an output unless Cabinet, or another entity or person, has agreed to pay for the full cost of the output. That means that the 'Surplus/Deficit from outputs' measure should never be a deficit. In most cases this measure is zero and this is because the budgeting rule states that Cabinet should pay for the outputs they are buying at a price equal to the output cost. However, in a few cases the measure is a surplus; this happens when the user-charge price paid by the public for outputs is higher than the (accrual) cost of producing those outputs.

As a general rule Ownership Expenses are not items that can be budgeted for and so this measure would normally be zero in the budget (although such expenses may occur during the financial year).

The Operating surplus/deficit is the key operating statement measure. The Public Management and Finance Law (2012 Revision) states that a Ministry/Portfolio shall not incur entity expenses exceeding in total its entity revenue in that year. Where it is a surplus, the budgeting assumption is that this surplus is paid over to Cabinet (and therefore forms part of the Executive revenue) rather than be retained by the Ministry/Portfolio concerned.

The Net Worth measure summarises the Ministry/Portfolio's balance sheet position (total assets less total liabilities) at the end of the forecast year. An increase in net worth during the year means that the Cabinet/Citizen's has increased financial investment into the Ministry/Portfolio. Since a Ministry/ Portfolio is required to repay all surpluses to Cabinet, its budgeted net worth

would normally be expected to remain constant from one year to the next. However, when Cabinet makes an equity injection into a Ministry/Portfolio to fund the purchase of a new entity asset (see the discussion below), then the budgeted net worth increases by this amount.

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

The investing cash flows measure is normally expected to be negative, as the value of asset purchases are usually significantly greater than the value of asset sales in a year. Indeed, given the nature of Ministry/Portfolio assets, it is likely that non assets will normally be budgeted for.

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

- **Working Capital Ratio:** this shows the relationship between the current assets and liabilities of the Ministry/Portfolio, and is a measure of its ability to meet its commitments/pay its bills as they fall due. In the case of Ministries/Portfolios this ratio is expected to be 1:1 or 100%
- **Asset: Liability Ratio:** this shows the level of total assets compared to the level of total liabilities of the Ministry/Portfolio, and is an indication of the long-term financial viability of the entity. In the case of Ministries/Portfolios this ratio is expected to be at least 2:1 or 200%.

#### Physical Capability Measures

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

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



out in a year and therefore this ratio indicates whether assets are being replaced at the same rate as it is wearing out. A ratio of 1:1 (100%) indicates that it is being replaced at the same rate; a ratio greater than 100% indicates that it is being replaced faster than being worn out (i.e. capability is being improved), and a ratio of less than 100% indicates that it is being replaced at a rate slower than it is wearing out (i.e. capability is declining).

#### Entity Capital Expenditure

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

Major Entity Capital Expenditure for the year is shown in the Ownership Performance Targets of the Annual Budget Statement. Although these capital expenditures are under the control of the Chief Officer and are not explicitly approved or appropriated by the Legislative Assembly, this table provides important capability maintenance information. It reports the major (but not necessarily all) capital expenditures, relating to its entity assets, planned by the Ministry/Portfolio for the budget year.

In some cases, the depreciation funding a Ministry/Portfolio is receiving is insufficient to cover the asset purchases it wishes to make in a financial year. Where the Cabinet has agreed that these purchases are necessary, it provides additional funding to the Ministry/Portfolio and does this through an equity investment into the entity. This investment is subject to appropriation, and is reflected in an amount that is deposited into the Ministry/Portfolio's bank account (with a consequent increase in net worth), which the Ministry/Portfolio will then use to purchase the asset.

Cabinet requests an equity investment for a Ministry/Portfolio for one of two reasons:

- **Where the assets to be replaced are already depreciated:** Many of the assets owned by Ministries/Portfolios are quite old and are already significantly or fully depreciated though they are still being used. This means Ministries/Portfolios are receiving little or no depreciation funding for those assets and therefore have no cash with which to replace the asset. An equity investment (conceptually equivalent to the amount of unfunded accumulated depreciation of that asset) is therefore necessary.
- **Where the assets to be purchased are new rather than replacements of existing assets:** If an asset is new rather than a replacement of an existing asset, it is inappropriate to use depreciation of existing assets to fund that purchase. To do so would mean no cash would be available to fund the replacement of the existing asset when that replacement is due. This situation essentially represents an expansion in the scope of business to the Ministry/Portfolio, and an equity investment is required to increase the balance sheet commensurately.

Where an equity investment is being requested, this is reflected in the forecast financial statements and financial performance measures in the Annual Budget Statement. Assets funded

by way of equity investments are also included in the 'Major Entity Capital Expenditure of the Year,' in the Ownership Performance Targets of the Annual Budget Statement.

# ANNUAL BUDGET STATEMENT

CABINET OFFICE

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## **CONTENT**

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE PREMIER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Honourable Alden McLaughlin, MBE, JP**  
**Premier**

Cabinet Office

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by the Cabinet and the Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Mr. Samuel Rose, JP**  
**Chief Officer**

Cabinet Office

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

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### General Nature of Activities

Providing support for The Premier and the Cabinet; providing for a well-informed populace through the communication of information relating to the activities of Government agencies and the maintaining of Freedom of Information legislation; providing advice and support to Government agencies with responsibility for protocol services; providing educational, cultural, entertainment and religious programming for the public of the Cayman Islands.

### Scope of Activities

- Support for the Cabinet in coordinating the collection and dissemination of information regarding the decisions of the Cabinet.
- Developing, coordinating and monitoring the policy initiatives of the Government and providing secretarial, administrative and policy support for The Premier.
- Providing for the support of Government agencies in communicating proactively and responsively with the public, utilising the mass media as primary partners.
- Providing advice and training to Government agencies on protocol for officials visiting the Cayman Islands.
- Facilitating the further administration of freedom of information and data protection coordination.
- Providing on air broadcasting of government bulletins, commercials, news, public affairs programmes, entertainment and public service announcements as well as educational, cultural and religious programmes.

### Customers and Location of Activities

The customers of the Cabinet Office are the Governor, The Premier, Members of the Legislative Assembly, Government agencies in the Cayman Islands, Governments of other Overseas Territories in the region, the general public, visitors, public and private organisations, and public servants.

The Cabinet Office provides services throughout the Cayman Islands.

## 2. STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the Cabinet Office in 2013/14 and the subsequent two years are as follows:

- The establishment of 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.
- The development of a set of modelling tools and information sources in order to assess the impact of Government policies.
- Facilitate the completion of any further constitutional review exercises in accordance with the timetable set by the Government.
- Create greater administrative efficiency to ensure that all services to Government agencies are provided in a timely, quality- oriented, customer focused, efficient and effective manner.
- Administer Freedom of Information across Government departments.
- Improve the Radio Cayman's competitiveness in the market and eventually become self-funding. Actively contribute to the community's development by providing opportunities for members of the community to become more involved and informed.



### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Cabinet Office for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 4,924                   | 9,191                   |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies | -                       | 551                     |
| Revenue from others                                                                 | 1,256                   | 727                     |
| Surplus/deficit from outputs                                                        | 454                     | 866                     |
| Ownership expenses                                                                  |                         |                         |
| <b>Operating Surplus/Deficit</b>                                                    | <b>454</b>              | <b>866</b>              |
|                                                                                     |                         |                         |
| Net Worth                                                                           | 978                     | 2,827                   |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | 1,927                   | 3,694                   |
| Cash flows from investing activities                                                | (124)                   | (39)                    |
| Cash flows from financing activities                                                | 69                      |                         |
| Change in cash balances                                                             | 1,873                   | 4,120                   |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) | 104%                   | 109%                   |
| Total Assets: Total Liabilities                       | 113%                   | 137%                   |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                          |  | 2013/14<br>Budget | 2012/13<br>Actual |
|-----------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                       |  |                   |                   |
| Staff turnover (%)                                              |  |                   |                   |
| Managers                                                        |  | 8%                | 8%                |
| Professional and technical staff                                |  | 0%                | 0%                |
| Clerical and labourer staff                                     |  | 8%                | 8%                |
| Average length of service (number of years in current position) |  |                   |                   |
| Managers                                                        |  | 14                | 13                |
| Professional and technical staff                                |  | 6                 | 5                 |
| Clerical and labourer staff                                     |  | 7                 | 6                 |
| Changes to personnel management system:                         |  |                   |                   |

| Physical Capital Measures                          | 2013/14<br>Budget | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| Value of total assets                              | 8,359             | 10,535            |
| Asset replacements: total assets                   | 4%                | 0%                |
| Book value of assets: initial cost of those assets | 18%               | 15%               |
| Depreciation: cash flow on asset purchases         | 143%              | 128%              |
| Changes to asset management policies               |                   |                   |

| Major <u>New</u> Entity Capital Expenditures for the Year   | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------|-------------------------|-------------------------|
| Upgrade/replacement of major computer hardware and software | 69,000                  | 481,846                 |
|                                                             |                         |                         |
|                                                             |                         |                         |
|                                                             |                         |                         |
|                                                             |                         |                         |
|                                                             |                         |                         |
|                                                             |                         |                         |
|                                                             |                         |                         |

| Major Entity Capital Expenditure Commenced but not completed in previous years | Anticipated<br>Project<br>Status at 1 <sup>st</sup><br>July 2013 |
|--------------------------------------------------------------------------------|------------------------------------------------------------------|
|                                                                                |                                                                  |
|                                                                                |                                                                  |
|                                                                                |                                                                  |
|                                                                                |                                                                  |
|                                                                                |                                                                  |
|                                                                                |                                                                  |
|                                                                                |                                                                  |
|                                                                                |                                                                  |

## RISK MANAGEMENT

| Key risks faced by the Portfolio              | Change in status from 2013/14                           | Actions to manage risk                                                                                                                                                                                                                                                                                                                                  | Financial value of risk |
|-----------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Natural Disaster – Loss of Vital Information  | Unchanged                                               | <ul style="list-style-type: none"> <li>• Employees transfer vital information on a regular basis to the Archives</li> <li>• Archiving of application files and other documents</li> <li>• Off-site real-time copies of data</li> </ul>                                                                                                                  |                         |
| Security of Confidential Documents            | Unchanged                                               | <ul style="list-style-type: none"> <li>• All confidential documents e.g. personnel records, are kept locked away in cabinets and are only accessed by authorised personnel</li> </ul>                                                                                                                                                                   |                         |
| Providing incorrect advice to client agencies | Increased risk due to the Creation of the Protocol Unit | <ul style="list-style-type: none"> <li>• Ensure personnel are trained in the analysis of policy and protocol impacts</li> <li>• Policy Unit personnel to be familiar with the current division of policy responsibilities between Government agencies</li> <li>• Protocol Unit personnel to be familiar with the current protocol guidelines</li> </ul> |                         |
| Staff retention and recruitment               | Unchanged                                               | <ul style="list-style-type: none"> <li>• Upgrade and promote staff in high demand positions.</li> <li>• Create job advertisements that inform potential new employees of the intangible benefits of living in the Cayman islands</li> <li>• Sharing of responsibilities by current staff/cross training</li> <li>• Succession Planning</li> </ul>       |                         |
| Loss of the on air computer network           | Unchanged                                               | <ul style="list-style-type: none"> <li>• Computers are maintained and upgraded to alleviate failures</li> </ul>                                                                                                                                                                                                                                         |                         |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                                | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|----------------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the Cabinet Office         | 69                      | 482                     |
| Capital (Equity) Withdrawal by Cabinet from the Cabinet Office | 0                       | 0                       |

## **PART B**

# **OUTPUT PERFORMANCE**

## 5. OUTUTS TO BE DELIVERED

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                   |                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------|
| <b>CAB 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Policy Development Coordination and Advice</b> | <b>\$697,989</b>                                                                        |
| <b>Description</b><br>Research and Development of policy proposals, actions or strategies for Cabinet, The Premier and the National Security Council, and the coordination of policy development between Ministries/Portfolios and other Government Sector Agencies. This output encompasses sustainable development policies, the organization and management of projects and initiatives in the national, regional or international interest.                                             |                                                   |                                                                                         |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours of development coordination and advice</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Advice, management, and coordination reviewed or provided by senior personnel</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>All advice submitted in accordance with schedules as agreed by the client</li> </ul> <b>Location</b><br>Cayman Islands and overseas |                                                   | <b>2013/14<br/>Budget</b><br><br>5,500 -6,000<br><br>95-100%<br><br>90-100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                   | <b>2012/13<br/>Actual</b><br><br>5,969<br><br>95-100%<br><br>90-100%<br><br>100%        |
| <b>Related Broad Outcomes:</b><br>1: A Strong, Thriving and Increasingly Diverse Economy<br>8: A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                 |                                                   |                                                                                         |
| <b>\$697,989</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                   | <b>\$696,209</b>                                                                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                             |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------|
| <b>CAB 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Coordinating and Monitoring of Policy Implementation</b> | <b>\$149,421</b>          |
| <b>Description</b><br>Coordinating and monitoring the implementation of policy initiatives by Ministries and Portfolios and public agencies to avoid the duplication of activity and promote synergy in areas of common responsibility.                                                                                                                                                                                                                      |                                                             |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours spent coordinating and monitoring policy implementation</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Policies coordinated and monitored by senior personnel</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Monitoring is conducted on an on-going basis</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                   | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 700-1,000                                                   | 1,017                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 98-100%                                                     | 98-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>\$149,421</b>                                            | <b>\$66,372</b>           |
| <b>Related Broad Outcomes:</b><br>1: A Strong, Thriving and Increasingly Diverse Economy<br>8: A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                  |                                                             |                           |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                           |                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------------|
| <b>CAB 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Administrative Support for Cabinet</b> | <b>\$261,627</b>          |
| <b>Description</b><br>Administrative support to Cabinet involving: <ul style="list-style-type: none"> <li>• Prepare and circulate cabinet agendas and minutes to Members and Ministers</li> <li>• Prepare and circulate cabinet extracts to Members and Chief Officers</li> <li>• Arranging and preparing secretarial support for Cabinet meetings and subcommittees</li> <li>• Advising on procedures regarding the conduct of Cabinet meetings</li> <li>• Briefing the Cabinet</li> <li>• Preparing and Maintaining Code of Conduct for Ministers and Business Guide for Cabinet</li> <li>• National Security Council</li> </ul> |                                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>2013/14<br/>Budget</b>                 | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                           |                           |
| • Number of agendas prepared and circulated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 80-90                                     | 94                        |
| • Number of minutes prepared and circulated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 45-60                                     | 39                        |
| • Number of extracts prepared and circulated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2,000-2,500                               | 4,089                     |
| • Number of Cabinet briefings conducted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 40-45                                     | 27                        |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                           |                           |
| • All Agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of Cabinet                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                      | 100%                      |
| • Agendas signed by the Clerk to the Cabinet or Acting Clerk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                                   | 95-100%                   |
| • Minutes reviewed by Cabinet Secretary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                      | 100%                      |
| • Briefings conducted by qualified and experienced personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                      | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                           |                           |
| • Agendas circulated at least two working days prior to meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 90-100%                                   | 90-100%                   |
| • Minutes circulated within three working days after meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 90-100%                                   | 90-100%                   |
| • Extracts Issued within two working days after confirmation of Minutes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 90-100%                                   | 90-100%                   |
| • Briefings provided within the time frame agreed upon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                           |                           |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                           |                           |
| Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$261,627</b>                          | <b>\$388,895</b>          |
| <b>Related Broad Outcomes:</b><br>1: A Strong, Thriving and Increasingly Diverse Economy<br>8: A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                           |                           |

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| <b>CAB 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Administrative and Secretarial Support for the Processing of Appeals</b> | <b>\$178,914</b>                                                                 |
| <b>Description</b><br>Support for the processing of appeals on behalf of the Immigration Appeals Tribunal involving work permits, Caymanian Status and permanent residence. Processing of appeals on behalf of Cabinet involving Trade and Business, Firearms and Marine Conservation Board decisions.                                                                                                                                                                                                   |                                                                             |                                                                                  |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Tribunal meetings supported and attended</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Tribunal minutes issued are an accurate account of the meeting and signed by the chair of the meeting</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Minutes issued up to three working days after meeting to the chair of the meeting</li> </ul> <b>Location</b><br>Grand Cayman |                                                                             | <b>2013/14<br/>Budget</b><br><br>45-60<br><br>95-100%<br><br>90-100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                             | <b>2012/13<br/>Actual</b><br><br>57<br><br>95-100%<br><br>90-100%<br><br>100%    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                             | <b>\$178,914</b>                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                             | <b>\$140,703</b>                                                                 |
| <b>Related Broad Outcomes:</b><br><br>1: A Strong, Thriving and Increasingly Diverse Economy<br>12: Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                 |                                                                             |                                                                                  |

*Note: The total cost of supplying this output is \$234,914. However, the revenue of \$56,000 from other third parties reduces the cost to Cabinet to \$178,914.*

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| <b>CAB 7</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Tax Undertaking Certificates</b>                                                                            | <b>\$160,749</b>                                                                                        |
| <b>Description</b><br>Preparation and distribution of: <ul style="list-style-type: none"> <li>Tax Undertaking Certificates for Exempted Companies, Trusts and Limited Partnerships</li> </ul>                                                                                                                                                                                                                                                                                                                                    |                                                                                                                |                                                                                                         |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Tax Undertaking Certificates issued</li> </ul><br><b>Quality</b><br>Tax undertaking certificates and licenses processed in accordance with the relevant laws and checked and signed by Clerk or Acting Clerk of the Cabinet<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Tax undertaking certificates issued 2 – 3 weeks from receipt of application</li> </ul><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>4,500-5,500<br><br>95-100%<br><br>90-100%<br><br>100%<br><br><b>\$160,749</b> | <b>2012/13<br/>Actual</b><br><br>6,647<br><br>95-100%<br><br>90-100%<br><br>100%<br><br><b>\$73,995</b> |
| <b>Related Broad Outcome:</b><br>1: A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                |                                                                                                         |

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| <b>CAB 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Freedom of Information and Data Protection<br/>Coordination</b> | <b>\$128,115</b>                         |
| <b>Description</b><br>The Freedom of Information (FOI) Unit will: <ul style="list-style-type: none"> <li>• Lead and coordinate freedom of information across government</li> <li>• Implementation of the Freedom of Information (FOI) legislation primarily by developing tools and procedures, organizing and conducting training for staff in public entities</li> <li>• Raise awareness in the entire public sector</li> <li>• Data Protection Awareness</li> </ul> |                                                                    |                                          |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>2013/14<br/>Budget</b>                                          | <b>2012/13<br/>Actual</b>                |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of proactive training and awareness sessions</li> <li>• Number of reactive assistance interactions with public entities</li> <li>• Number of statutory, regulatory and policy requirements reviewed</li> <li>• Number of web sites maintained</li> </ul>                                                                                                                                               | 2<br>840<br>15<br>2                                                | 7<br>722<br>20<br>2                      |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Training and awareness to be provided by qualified officer</li> <li>• Assistance provided by qualified officer</li> <li>• Number of statutory, regulatory and policy requirements reviewed by a qualified officer</li> <li>• Web site information approved by Senior FOI Officer</li> </ul>                                                                                                                    | 95-100%<br>95-100%<br>90-100%<br>95-100%                           | 95-100%<br>95-100%<br>90-100%<br>95-100% |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Extensive training completed by June 2014</li> <li>• Assistance provided as required</li> <li>• Reports submitted quarterly</li> <li>• Website online and maintained throughout the year</li> </ul>                                                                                                                                                                                                         | 90-100%<br>90-100%<br>90-100%<br>90-100%                           | 90-100%<br>90-100%<br>90-100%<br>90-100% |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                               | 100%                                     |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$128,115</b>                                                   | <b>\$120,848</b>                         |
| <b>Related Broad Outcomes:</b><br>12: Equity and Justice in a Society that Values the Contributions of all<br>8: A Culture of Good Governance                                                                                                                                                                                                                                                                                                                          |                                                                    |                                          |

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| <b>PCF 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Protocol Services</b>  | <b>\$470,835</b>          |
| <b>Description</b><br><p>Included in this output are:<br/> 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:</p> <ul style="list-style-type: none"> <li>o Heroes Day</li> <li>o Remembrance Day</li> <li>o Queen's Birthday</li> <li>o Official Funerals</li> </ul> |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |                           |
| • Advice and reporting in relation to protocol matters                                                                                                                                                                                                                                                                                                                                                                           | 3,000-4,000               | 3,552                     |
| • Number of protocol policies and services developed                                                                                                                                                                                                                                                                                                                                                                             | 6-8                       | 1                         |
| • Number of ceremonial and official events coordinated                                                                                                                                                                                                                                                                                                                                                                           | 3-5                       | 8                         |
| • Number of official visits (local/overseas), conferences and meetings given assistance and/or organized                                                                                                                                                                                                                                                                                                                         | 8-10                      | 42                        |
| • Number of training sessions delivered                                                                                                                                                                                                                                                                                                                                                                                          | 6-8                       | 2                         |
| • Number of general protocol liaisons                                                                                                                                                                                                                                                                                                                                                                                            | 200-300                   | 459                       |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                   |                           |                           |
| • All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands                                                                                                                                                                                                                                                    | 100%                      | 100%                      |
| • Protocol advice, services and training to be provided by suitably experienced staff                                                                                                                                                                                                                                                                                                                                            | 100%                      | 100%                      |
| • Protocol advice, services and training in accordance with agreed policies and guidelines                                                                                                                                                                                                                                                                                                                                       | 100%                      | 100%                      |
| • Delivery of support and services to be provided in a professional and efficient manner                                                                                                                                                                                                                                                                                                                                         | 100%                      | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                |                           |                           |
| • Protocol services will be delivered in line with timetables agreed with the Cabinet Secretary                                                                                                                                                                                                                                                                                                                                  | 95-100%                   | 95-100%                   |
| • Ceremonial and official events coordinated as required                                                                                                                                                                                                                                                                                                                                                                         | 95-100%                   | 95-100%                   |
| • Protocol assistance and organization of visits as required                                                                                                                                                                                                                                                                                                                                                                     | 95-100%                   | 95-100%                   |
| • Training to be provided throughout the year                                                                                                                                                                                                                                                                                                                                                                                    | 95-100%                   | 95-100%                   |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |                           |
| Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$470,835</b>          | <b>\$466,631</b>          |
| <b>Related Broad Outcome:</b><br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                 |                           |                           |

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| <b>GIS 25</b>                                                                                                                                                                                                                                                                            | <b>Advertising/Marketing Products and Services</b> | <b>\$133,529</b>          |
| <b>Description</b><br><b>Advertising/marketing products include:</b> <ul style="list-style-type: none"> <li>o Branding/Government Collateral</li> <li>o Brochures</li> <li>o Posters and Banners</li> <li>o Programmes</li> <li>o Signs</li> <li>o Web Design and Development</li> </ul> |                                                    |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                          | <b>2013/14<br/>Budget</b>                          | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of advertising products</li> </ul>                                                                                                                                                                                       | 800                                                | 1,012                     |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• All products reviewed by manager prior to release</li> <li>• Focus groups for items</li> <li>• Client satisfaction survey</li> </ul>                                                                                             | 100%<br>5%<br>quarterly                            | 100%<br>5%<br>quarterly   |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• As agreed with client</li> </ul>                                                                                                                                                                                              | 100%                                               | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                        | 100%                                               | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                              | <b>\$133,529</b>                                   | <b>\$194,362</b>          |
| <b>Related Broad Outcomes:</b><br>4: A More Efficient, Accessible and Affordable Public Service<br>5: Modern, Smart Infrastructure                                                                                                                                                       |                                                    |                           |

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| GIS 26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Written, Photographic and Web Products—News and Public Information | \$344,513                           |                                    |
| <b>Description</b><br><b>Written products (News):</b> <ul style="list-style-type: none"><li>Releases (with or without photographs)</li><li>Bulletin boards</li></ul> <b>Photographic products and services</b> <ul style="list-style-type: none"><li>Photostories and photoessays</li><li>Photographs of VIPs</li><li>Photographs of special events</li></ul> <b>Public information products and services</b> <ul style="list-style-type: none"><li>Information provided at the public’s request on Government matters</li><li>Services provided to the local/overseas media</li><li>GIS-owned public information products:</li><li>Updating local/overseas publications</li></ul> <b>Web and Social Media</b> <ul style="list-style-type: none"><li>Coordination and Content (generation, copywriting, uploading, and updating) for gis.ky, gov.ky and social media presence</li></ul> |                                                                    |                                     |                                    |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                    | <b>2013/14<br/>Budget</b>           | <b>2012/13<br/>Actual</b>          |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of press releases</li><li>Number of bulletin boards</li><li>Number of special photographic products</li><li>Number of public information requests</li><li>Number of publications updated</li><li>Number of social media sites maintained</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                    | 375<br>120<br>40<br>1,500<br>4<br>4 | 446<br>140<br>144<br>628<br>4<br>4 |
| <b>Quality</b> <ul style="list-style-type: none"><li>All products reviewed by manager prior to release</li><li>Client satisfaction survey</li><li>Increase in web and social media hits</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                    | 75%<br>Quarterly<br>100%            | 75%<br>Quarterly<br>100%           |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>As agreed with client</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                    | 100%                                | 100%                               |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                    | 100%                                | 100%                               |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                    | <b>\$344,513</b>                    | <b>\$281,623</b>                   |
| <b>Related Broad Outcomes:</b><br>4: A More Efficient, Accessible and Affordable Public Service<br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                    |                                     |                                    |

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| <b>GIS 28</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Strategic Communications and Media Relations Services</b> | <b>\$293,974</b>                       |
| <b>Description</b> <ul style="list-style-type: none"> <li>Development and maintenance of strategic communications plans, includes: major and minor government public information and public education campaigns for government policies, projects, programmes and events as well as, issues management, risk communications, crisis communications. Includes contributions to planning by all GIS sections.</li> <li>Reports on characteristics of target audiences.</li> <li>Media contacts developed and maintained</li> <li>Other databases developed and maintained</li> <li>Communications assistance for public information and public education events</li> <li>Communications training internal and external</li> <li>Speeches</li> </ul> |                                                              |                                        |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>2013/14<br/>Budget</b>                                    | <b>2012/13<br/>Actual</b>              |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of strategies/campaigns developed</li> <li>Number of reports produced</li> <li>Updates to contacts database</li> <li>Number of media enquiries handled</li> <li>Number of advisories/media events coordinated</li> <li>Number of speeches</li> <li>Number of training sessions staged</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    | 20<br>10<br>4<br>350<br>30<br>55<br>4                        | 64<br>0<br>4<br>272<br>103<br>163<br>0 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>All products reviewed by manager prior to release</li> <li>Outcomes meets requirements of strategy</li> <li>Regular client satisfaction survey</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%<br>75%<br>quarterly                                     | 100%<br>75%<br>quarterly               |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>As agreed with client</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                         | 100%                                   |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                         | 100%                                   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$293,974</b>                                             | <b>\$335,717</b>                       |
| <b>Related Broad Outcome:</b><br>4: A More Efficient, Accessible and Affordable Public Service<br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                              |                                        |



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| <b>GIS 29</b>                                                                                                                                                                                                                                                                     | <b>Electronic Media Products</b> | <b>\$329,595</b>              |
| <b>Description</b> <ul style="list-style-type: none"> <li>Electronic Media <ul style="list-style-type: none"> <li>GIS Spotlight</li> <li>Special Electronic Media Programmes</li> <li>Messages</li> <li>Audio and Video Public Service Announcements (PSA)</li> </ul> </li> </ul> |                                  |                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                   | <b>2013/14<br/>Budget</b>        | <b>2012/13<br/>Actual</b>     |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of unique Spotlight segments</li> <li>Number of special videos, including special events, press conferences, copies of archival footage</li> <li>Number of messages</li> <li>Number of PSAs</li> </ul>              | 78<br>50<br>20<br>15             | 53<br>256<br>27<br>23         |
| <b>Quality</b> <ul style="list-style-type: none"> <li>All products reviewed by manager prior to release</li> <li>Client satisfaction survey</li> <li>Audience Satisfaction Survey</li> </ul>                                                                                      | 100%<br>quarterly<br>Biannual    | 100%<br>quarterly<br>Biannual |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>As agreed with client</li> </ul>                                                                                                                                                                                         | 100%                             | 100%                          |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                 | 100%                             | 100%                          |
| <b>Cost</b>                                                                                                                                                                                                                                                                       | <b>\$329,595</b>                 | <b>\$267,947</b>              |
| <b>Related Broad Outcome:</b><br>4: A More Efficient, Accessible and Affordable Public Service<br>5: Modern, Smart Infrastructure                                                                                                                                                 |                                  |                               |

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| <b>OTP 1</b>                                                                                                                                    | <b>Advice and Assistance to the Premier and Administration of the Premier's Office</b> | <b>\$732,890</b>          |
| <b>Description</b><br><br>Provision of advice and assistance to the Premier and administration of the Premier's Office                          |                                                                                        |                           |
| <b>Measures</b>                                                                                                                                 | <b>2013/14<br/>Budget</b>                                                              | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours of advice and administrative support provided</li> </ul>                 | 4,800-5,000                                                                            | N/A                       |
| <b>Quality</b> <ul style="list-style-type: none"> <li>All personnel is qualified in his/her area of expertise or experience</li> </ul>          | 100%                                                                                   | N/A                       |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>All advice and services is provided within the timeframe set by the Premier</li> </ul> | 90-100%                                                                                | N/A                       |
| <b>Location</b><br>Cayman Islands                                                                                                               | 100%                                                                                   | N/A                       |
| <b>Cost</b>                                                                                                                                     | <b>\$732,890</b>                                                                       | <b>\$0</b>                |
| <b>Related Broad Outcomes:</b><br><br>1: A Strong, Thriving and Increasingly Diverse Economy<br>8: A Culture of Good Governance                 |                                                                                        |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                 |                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------|
| <b>RCY 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Public Information, Newscasts and Sports</b> | <b>\$473,581</b>      |
| <b>Description</b><br>Delivery of Bulletin Board items, Newscasts and sports on local and international events, which includes press coverage of the courts and parliamentary proceedings, sports events, gathering news from various sources and producing news and sports broadcasts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                 |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of bulletin board items</li> <li>Number of news items</li> <li>Number of sports items</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Compliance of newscasts and sportscasts with Information, Communications, Telecommunications Authority (ICTA) or other established broadcast standards</li> <li>All items monitored by Director, Director and Deputy Director</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Other public information newscasts broadcast on Radio Cayman's established schedules</li> <li>Emergency/urgent public information delivered within 10 minutes</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14 Budget</b>                           | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 26,550 -27,000                                  | 19,086                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 15,550-16,000                                   | 26,900                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3,000 -3200                                     | 3,286                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                            | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                            | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                            | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                            | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                            | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$473,581</b>                                | <b>\$477,597</b>      |
| <b>Related Broad Outcome:</b><br>1: A Strong, Thriving and Increasingly Diverse Economy<br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                 |                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                      |                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>RCY 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>On Air Programmes</b>                                                                             | <b>\$567,992</b>                                             |
| <b>Description</b><br>Delivery of general information programmes such as Morning Scoop, Talk Today, Youth Flex and BBC overnight programmes; current affairs programmes, such as live coverage of National Heroes Day celebrations and the State Opening of the Legislative Assembly in addition to entertainment, educational and religious programming, delayed Legislative Assembly broadcasts and Public Service Announcements for charities, schools and most government departments. |                                                                                                      |                                                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2013/14<br/>Budget</b>                                                                            | <b>2012/13<br/>Actual</b>                                    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of general information programmes</li> <li>Religious programmes</li> <li>Educational programmes</li> <li>Entertainment programmes</li> <li>Legislative Assembly broadcasts (hours)</li> <li>Current Affairs and Cultural programmes</li> <li>Programmes produced or downloaded</li> <li>Number of Public Service announcements</li> </ul>                                                                                    | 700-800<br>1,500-2,000<br>500-600<br>2,000-2,500<br>70-80<br>130-150<br>3,500-4,000<br>14,000-14,500 | 831<br>1,636<br>530<br>3,350<br>99<br>138<br>3,618<br>14,318 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Compliance of general information programmes with Information, Communications, Telecommunications Authority (ICTA)</li> <li>Programmes monitored by Director/Deputy Director</li> <li>Compliance for all programmes to good practice broadcast standards</li> </ul>                                                                                                                                                                  | 100%<br>100%<br>100%                                                                                 | 100%<br>100%<br>100%                                         |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>All programmes to be delivered on the date and times agreed with the requesting customer</li> </ul>                                                                                                                                                                                                                                                                                                                               | 100%                                                                                                 | 100%                                                         |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                                                                                                 | 100%                                                         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$567,992</b>                                                                                     | <b>\$572,116</b>                                             |
| <b>Related Broad Outcomes:</b><br>1: A Strong, Thriving and Increasingly Diverse Economy<br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                |                                                                                                      |                                                              |

## 6. PAYMENT ARRANGEMENTS

Cabinet will pay the Cabinet Office for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Premier. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| <b>CAB 1</b> | <b>CAB 2</b> | <b>CAB 4</b> | <b>CAB 6</b> | <b>CAB 7</b> | <b>CAB 12</b> |
|--------------|--------------|--------------|--------------|--------------|---------------|
| <b>\$</b>    | <b>\$</b>    | <b>\$</b>    | <b>\$</b>    | <b>\$</b>    | <b>\$</b>     |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 58,166       | 12,452       | 21,802       | 14,910       | 13,396       | 10,676        |
| 697,989      | 149,421      | \$261,627    | 178,914      | 160,749      | 128,115       |

| MONTH        | PCF 1          | GIS 25         | GIS 26         | GIS 28         | GIS 29         | OTP 1          |
|--------------|----------------|----------------|----------------|----------------|----------------|----------------|
|              | \$             | \$             | \$             | \$             | \$             | \$             |
| July         | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| August       | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| September    | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| October      | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| November     | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| December     | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| January      | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| February     | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| March        | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| April        | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| May          | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| June         | 39,236         | 11,127         | 28,709         | 24,498         | 27,466         | 61,074         |
| <b>Total</b> | <b>470,835</b> | <b>133,529</b> | <b>344,513</b> | <b>293,974</b> | <b>329,595</b> | <b>732,890</b> |

| MONTH        | RCY 1          | RCY 2          |
|--------------|----------------|----------------|
|              | \$             | \$             |
| July         | 39,465         | 47,333         |
| August       | 39,465         | 47,333         |
| September    | 39,465         | 47,333         |
| October      | 39,465         | 47,333         |
| November     | 39,465         | 47,333         |
| December     | 39,465         | 47,333         |
| January      | 39,465         | 47,333         |
| February     | 39,465         | 47,333         |
| March        | 39,465         | 47,333         |
| April        | 39,465         | 47,333         |
| May          | 39,465         | 47,333         |
| June         | 39,465         | 47,333         |
| <b>Total</b> | <b>473,581</b> | <b>567,992</b> |



## **CABINET OFFICE**

### **STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Mr. Samuel Rose, JP**

**Chief Officer**

Cabinet Office

October 4 2013

**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 7,511                      | 5,638                           | 1,518                      |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 162                        | 2,061                           | 5,141                      |
| Other receivables                    | 2    |                            | 10                              |                            |
| Inventories                          | 3    |                            |                                 |                            |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 1                          | 667                             | 498                        |
| <b>Total Current Assets</b>          |      | <b>7,674</b>               | <b>8,376</b>                    | <b>7,157</b>               |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 2    | 300                        |                                 |                            |
| Other receivables                    | 2    |                            |                                 |                            |
| Inventories                          | 3    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 349                        | 2,159                           | 2,245                      |
| Intangible Assets                    | 7    | 36                         |                                 |                            |
| <b>Total Non-Current Assets</b>      |      | <b>685</b>                 | <b>2,159</b>                    | <b>2,245</b>               |
| <b>Total Assets</b>                  |      | <b>8,359</b>               | <b>10,535</b>                   | <b>9,402</b>               |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 8    | 192                        | 304                             | 60                         |
| Other payables and accruals          | 8    | 51                         | 189                             | 516                        |
| Bank overdraft                       | 1    |                            |                                 |                            |
| Unearned revenue                     | 9    |                            |                                 |                            |
| Employee entitlements                | 10   | 70                         | 193                             | 279                        |
| Repayment of surplus                 |      | 7,068                      | 7,022                           | 6,202                      |
| <b>Total Current Liabilities</b>     |      | <b>7,381</b>               | <b>7,708</b>                    | <b>7,057</b>               |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 8    |                            |                                 |                            |
| Other payables and accruals          | 8    |                            |                                 |                            |
| Employee entitlements                | 10   |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |      | <b>0</b>                   | <b>0</b>                        | <b>0</b>                   |
| <b>Total Liabilities</b>             |      | <b>7,381</b>               | <b>7,708</b>                    | <b>7,057</b>               |
| <b>Net Assets</b>                    |      | <b>978</b>                 | <b>2,827</b>                    | <b>2,345</b>               |
| <b>Net worth</b>                     |      |                            |                                 |                            |
| Contributed capital                  |      | 6,371                      | 7,762                           | 7,280                      |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)     |      | (5,393)                    | (4,935)                         | (4,935)                    |
| <b>Total Net Worth</b>               |      | <b>978</b>                 | <b>2,827</b>                    | <b>2,345</b>               |



**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                      |    | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------------------------------------------|----|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                       |    |                            |                                 |                            |
| Sale of goods and services                                           | 11 | 6,180                      | 10,469                          | 11,980                     |
| Investment revenue                                                   | 12 |                            |                                 |                            |
| Donations                                                            | 13 |                            |                                 |                            |
| Other revenue                                                        |    |                            |                                 |                            |
| <b>Total Revenue</b>                                                 |    | <b>6,180</b>               | <b>10,469</b>                   | <b>11,980</b>              |
| <b>Expenses</b>                                                      |    |                            |                                 |                            |
| Personnel costs                                                      | 14 | 4,277                      | 6,871                           | 7,715                      |
| Supplies and consumables                                             | 15 | 1,328                      | 2,104                           | 6,189                      |
| Depreciation                                                         | 6  | 108                        | 628                             | 775                        |
| Amortisation of intangible assets                                    | 7  | 13                         |                                 |                            |
| Impairment of property, plant and equipment                          |    |                            |                                 |                            |
| Impairment of inventory                                              |    |                            |                                 |                            |
| Finance costs (overdraft interest)                                   | 16 |                            |                                 |                            |
| Litigation costs                                                     | 17 |                            |                                 |                            |
| Gain/(losses) on foreign exchange transactions                       | 18 |                            |                                 |                            |
| Gain/(losses) on disposal/valuation of property, plant and equipment | 18 |                            |                                 |                            |
| Other expenses                                                       |    |                            |                                 |                            |
| <b>Total Expenses</b>                                                |    | <b>5,725</b>               | <b>9,603</b>                    | <b>14,679</b>              |
| <b>Surplus or (deficit) for the period</b>                           |    | <b>454</b>                 | <b>866</b>                      | <b>(2,699)</b>             |

**CASH FLOW STATEMENT****FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note      | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|-----------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |           |                            |                                 |                            |
| <i><b>Receipts</b></i>                                      |           |                            |                                 |                            |
| Outputs to Cabinet                                          |           | 6,654                      | 12,130                          | 12,574                     |
| Outputs to other government agencies                        |           |                            | 541                             | 689                        |
| Sales and Goods and services – third party                  |           | 1,256                      | 853                             | 844                        |
| Interest received                                           |           |                            |                                 |                            |
| Donations / Grants                                          |           |                            |                                 |                            |
| Other receipts                                              |           | 2                          |                                 |                            |
| <i><b>Payments</b></i>                                      |           |                            |                                 |                            |
| Personnel costs                                             |           | (4,403)                    | (6,965)                         | (5,477)                    |
| Supplies and consumables                                    |           | (1,476)                    | (2,865)                         | (6,588)                    |
| Interest paid                                               |           |                            |                                 |                            |
| Other payment                                               |           | (107)                      |                                 |                            |
| <b>Net cash flows from operating activities</b>             | <b>19</b> | <b>1,927</b>               | <b>3,694</b>                    | <b>2,042</b>               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |           |                            |                                 |                            |
| Purchase of property, plant and equipment                   |           | (124)                      | (39)                            | (732)                      |
| Proceeds from sale of property, plant and equipment         |           |                            |                                 |                            |
| Purchase of investments                                     |           |                            |                                 |                            |
| Proceeds from sale of investments                           |           |                            |                                 |                            |
| Cash advances                                               |           |                            |                                 | (26)                       |
| Cash receipts from repayment of advances                    |           |                            |                                 | 26                         |
| <b>Net cash flows from investing activities</b>             |           | <b>(124)</b>               | <b>(39)</b>                     | <b>(732)</b>               |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |           |                            |                                 |                            |
| Equity investment                                           |           | 69                         | 465                             |                            |
| Repayment of surplus                                        |           |                            |                                 |                            |
| Capital withdrawal                                          |           |                            |                                 |                            |
| <b>Net cash flows from financing activities</b>             |           | <b>69</b>                  | <b>465</b>                      | <b>0</b>                   |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |           | <b>1,873</b>               | <b>4,120</b>                    | <b>1,310</b>               |
| Cash and cash equivalents at beginning of period            |           | 5,638                      | 1,518                           | 208                        |
| <b>Cash and cash equivalents at end of period</b>           |           | <b>7,511</b>               | <b>5,638</b>                    | <b>1,518</b>               |

**STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | Contribut<br>ed Capital | Reserves          | Revaluation<br>Reserve | Accumulat<br>ed<br>Surplus/<br>(deficits) | Total        |
|----------------------------------------------------------------|-------------------------|-------------------|------------------------|-------------------------------------------|--------------|
| Balance at 30 June 2012                                        | 5,820                   |                   |                        | (4,745)                                   | 1,075        |
| Changes in accounting policy                                   |                         |                   |                        |                                           | -            |
| Prior Year Adjustments                                         |                         |                   |                        | (1,102)                                   | (1,102)      |
| <b>Restated balance</b>                                        | <b>5,820</b>            |                   |                        | <b>(5,847)</b>                            | <b>(27)</b>  |
| <b>Changes in net worth for 2012/13</b>                        |                         |                   |                        |                                           |              |
| Gain/(loss) on property revaluation                            |                         |                   |                        |                                           |              |
| Gain/(loss) on revaluation of investments                      |                         |                   |                        |                                           |              |
| Exchange differences on translating foreign operations         |                         |                   |                        |                                           |              |
| Equity Investment from Cabinet                                 | 482                     |                   |                        |                                           | 482          |
| Capital withdrawals by Cabinet                                 |                         |                   |                        |                                           |              |
| Repayment of surplus to Cabinet                                |                         |                   |                        | (866)                                     | (866)        |
| <b>Net revenue / expenses recognised directly in net worth</b> | <b>482</b>              |                   |                        | <b>(866)</b>                              | <b>(384)</b> |
| Surplus/(deficit) for the period 2012/13                       |                         |                   |                        | 866                                       | 866          |
| <b>Total recognised revenues and expenses for the period</b>   | <b>482</b>              |                   |                        | <b>(0)</b>                                | <b>482</b>   |
| <b>Balance at 30 June 2013 carried forward</b>                 | <b>6,302</b>            |                   |                        | <b>(5,847)</b>                            | <b>455</b>   |
|                                                                | Contribut<br>ed Capital | Other<br>Reserves | Revaluation<br>Reserve | Accumulat<br>ed<br>Surplus/<br>(deficits) | Total        |
| Balance at 30 June 2013 brought forward                        | 6,302                   |                   |                        | (5,847)                                   | 455          |
| <b>Changes in net worth for 2012/13</b>                        |                         |                   |                        |                                           |              |
| Changes in accounting policy                                   |                         |                   |                        |                                           |              |
| Prior Year Adjustments                                         |                         |                   |                        |                                           |              |
| <b>Restated balance</b>                                        | <b>6,302</b>            |                   |                        | <b>(5,847)</b>                            | <b>455</b>   |
| <b>Changes in net worth for 2013/14</b>                        |                         |                   |                        |                                           |              |
| Gain/(loss) on property revaluation                            |                         |                   |                        |                                           |              |
| Gain/(loss) on revaluation of investments                      |                         |                   |                        |                                           |              |
| Exchange differences on translating foreign operations         |                         |                   |                        |                                           |              |
| Equity Investment from Cabinet                                 | 69                      |                   |                        |                                           | 69           |
| Capital withdrawals by Cabinet                                 |                         |                   |                        |                                           |              |
| Repayment of surplus/Dividends to Cabinet                      |                         |                   |                        |                                           |              |
| <b>Net revenue / expenses recognised directly in net worth</b> | <b>69</b>               |                   |                        |                                           | <b>69</b>    |
| Surplus/(deficit) for the period 2013/14                       |                         |                   |                        | 454                                       | 454          |
| <b>Total recognised revenues and expenses for the period</b>   | <b>69</b>               |                   |                        | <b>454</b>                                | <b>523</b>   |
| <b>Balance at 30 June 2014</b>                                 | <b>6,371</b>            |                   |                        | <b>(5,393)</b>                            | <b>978</b>   |

*CABINET OFFICE*  
**STATEMENT OF ACCOUNTING POLICIES**

General Accounting Policies

Reporting entity

These Forecast financial statements are for the *Cabinet Office*.

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2014.

Specific Accounting Policies

Revenue

*Output revenue*

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

*Interest revenue*

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

Expenses

*General*

Expenses are recognised when incurred.

*Depreciation*

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

Assets

*Cash and cash equivalents*

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

*Receivables and advances*

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

#### *Inventory*

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

#### *Property, plant and equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

#### *Computer hardware and software*

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

#### *Liabilities*

##### *Accounts payable*

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

##### *Provisions*

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

##### *Employee entitlements*

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

## NOTE 1. CASH AND CASH EQUIVALENTS

|                                                                          | Foreign<br>Currency<br>\$000 | Exchange<br>Rate | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------------------------------------------|------------------------------|------------------|----------------------------|---------------------------------|----------------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)                      | 1                            | 1                | 200                        | 8                               |                            |
| Cash in transit (IRIS Remittance Account)                                | 15                           | 1                | 15                         | 7                               | 98                         |
| CIS Operational Current Account held at Royal Bank of Canada             | 7,361                        | 1                | 7,361                      | 5,492                           | 1,368                      |
| US\$ Operational Current Account held at Royal Bank of Canada            | 162                          | 1                | 135                        | 135                             | 56                         |
| Payroll Current Account held at Royal Bank of Canada                     | 0                            | 1                | 0                          | (4)                             | (4)                        |
| Bank accounts held at other financial Institutions<br>[DISCLOSE ACCOUNT] |                              | 1                |                            |                                 |                            |
| Fixed Deposits held with Treasury (less than 90 days)                    |                              | 1                |                            |                                 |                            |
| <b>Total Cash and Cash Equivalents</b>                                   |                              |                  | <b>7,711</b>               | <b>5,638</b>                    | <b>1,518</b>               |

## NOTE 2. TRADE AND OTHER RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Sale of goods and services</b>         |                            |                                 |                            |
| Outputs to Cabinet                        | 462                        | 1,599                           | 4,870                      |
| Outputs to other government agencies      |                            | 462                             | 783                        |
| <b>Less: provision for doubtful debts</b> |                            |                                 | (512)                      |
| <b>Total trade receivables</b>            | <b>462</b>                 | <b>2,061</b>                    | <b>5,141</b>               |

|                                                 | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Advances (salary, official travel, etc.)</b> |                            | 2                               |                            |
| <b>Dishonoured cheques</b>                      |                            |                                 |                            |
| <b>Interest receivable</b>                      |                            |                                 |                            |
| <b>Other</b>                                    |                            | 8                               |                            |
| <b>Less: provision for doubtful debts</b>       |                            |                                 |                            |
| <b>Total other receivables</b>                  | <b>0</b>                   | <b>10</b>                       | <b>0</b>                   |

|                           | Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|---------------------------|----------------------|----------------------|-------------------|------------------------|-------------------|
|                           | \$000                | \$000                | \$000             | \$000                  | \$000             |
| <b>Current</b>            |                      |                      |                   |                        |                   |
| Past due 1-30 days        | 162                  |                      | 162               | 804                    | 588               |
| Past due 31-60 days       |                      |                      |                   | 24                     | 4                 |
| Past due 61-90 days       |                      |                      |                   | 23                     | 35                |
| Past due 90 and above     |                      |                      |                   | 19                     | 10                |
| <b>Non-Current</b>        |                      |                      |                   |                        |                   |
| Past due 1 year and above | 300                  | 0                    | 300               | 1,191                  | 5,016             |
| <b>Total</b>              | <b>462</b>           | <b>0</b>             | <b>462</b>        | <b>2,061</b>           | <b>5,653</b>      |

Changes in the provision of doubtful debts:

|                                            | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------|-------------------|------------------------|-------------------|
|                                            | \$000             | \$000                  | \$000             |
| Balance at 1 July, 2013                    |                   | (512)                  | (35)              |
| Additional provisions made during the year |                   |                        | (512)             |
| Receivables written off during the period  |                   | 512                    | 35                |
| <b>Balance at 30 June, 2014</b>            |                   | <b>0</b>               | <b>(512)</b>      |

### NOTE 3. INVENTORIES

| Description                                                   | Current | Non-Current | 2013/14<br>Budget |
|---------------------------------------------------------------|---------|-------------|-------------------|
| Inventory held for use in the provision of goods and services |         |             |                   |
| Work in Progress and finished goods                           |         |             |                   |
| Impairment of Inventory b/f                                   |         |             |                   |
| Impairment of Inventory 2012/13                               |         |             |                   |
| <b>Total Inventories</b>                                      |         |             |                   |

**NOTE 4. INVESTMENTS****Description****Current****Non-Current****2013/14  
Budget**

Investments

**Total Investments****NOTE 5. PREPAYMENTS**

| Description         | Current  | Non-Current | 2013/14  | 2012/13     | 2011/12    |
|---------------------|----------|-------------|----------|-------------|------------|
|                     |          |             | Budget   | Est. Actual | Actual     |
| Accrued Prepayments | 1        |             | 1        | 667         | 498        |
| Prepaid Insurance   |          |             |          |             |            |
| Other               |          |             |          |             |            |
| <b>Total</b>        | <b>1</b> |             | <b>1</b> | <b>667</b>  | <b>498</b> |



## NOTE 6. PROPERTY, PLANT AND EQUIPMENT

### Cost of Property, plant & equipment

|                            | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computer Hardware</i> | <i>Office Equipment</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Total</i> |
|----------------------------|----------------------------|------------------|-------------------------------|--------------------------|-------------------------|-----------------------|-----------------------|--------------|
| Balance as at 1 July 2012  | 253                        | 1,245            | 63                            | 50                       | 10                      | 152                   | 80                    | 1,854        |
| Additions                  |                            |                  |                               |                          |                         |                       |                       |              |
| Disposals                  |                            |                  |                               |                          |                         |                       |                       |              |
| Transfers                  |                            |                  |                               |                          |                         |                       |                       |              |
| Balance as at 30 June 2013 | 253                        | 1,245            | 63                            | 50                       | 10                      | 152                   | 80                    | 1,854        |

|                            | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computer Hardware</i> | <i>Office Equipment</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Total</i> |
|----------------------------|----------------------------|------------------|-------------------------------|--------------------------|-------------------------|-----------------------|-----------------------|--------------|
| Balance as at 30 June 2013 | 253                        | 1,245            | 63                            | 50                       | 10                      | 152                   | 80                    | 1,854        |
| Additions                  | 30                         |                  |                               | 45                       |                         |                       |                       | 75           |
| Disposals                  |                            |                  |                               |                          |                         |                       |                       |              |
| Transfers                  |                            |                  |                               |                          |                         |                       |                       |              |
| Balance as at 30 June 2014 | 283                        | 1,245            | 63                            | 95                       | 10                      | 152                   | 80                    | 1,929        |

### Accumulated Depreciation and impairment losses

|                                              | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computer Hardware</i> | <i>Office Equipment</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Total</i> |
|----------------------------------------------|----------------------------|------------------|-------------------------------|--------------------------|-------------------------|-----------------------|-----------------------|--------------|
| Balance as at 1 July 2012                    | 34                         | 1,099            | 22                            | 28                       | 10                      | 104                   | 73                    | 1,368        |
| Transfers                                    |                            |                  |                               |                          |                         |                       |                       |              |
| Impairment Reserve 2012-13 (closing balance) |                            |                  |                               |                          |                         |                       |                       |              |
| Depreciation Expense 2012/13                 | 43                         | 31               | 4                             | 9                        | -                       | 10                    | 7                     | 104          |
| Elimination on Disposal 2012/13              |                            |                  |                               |                          |                         |                       |                       |              |
| Balance as at 30 June 2013                   | 77                         | 1,129            | 25                            | 36                       | 10                      | 114                   | 80                    | 1,472        |

|                                 | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computer Hardware</i> | <i>Office Equipment</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Total</i> |
|---------------------------------|----------------------------|------------------|-------------------------------|--------------------------|-------------------------|-----------------------|-----------------------|--------------|
| Balance as at 30 June 2013      | 77                         | 1,129            | 25                            | 36                       | 10                      | 114                   | 80                    | 1,472        |
| Transfers                       |                            |                  |                               |                          |                         |                       |                       |              |
| Impairment loss 2013/14         |                            |                  |                               |                          |                         |                       |                       |              |
| Depreciation Expense 2013/14    | 46                         | 31               | 4                             | 18                       | -                       | 10                    | -                     | 108          |
| Elimination on Disposal 2013/14 |                            |                  |                               |                          |                         |                       |                       |              |
| Balance as at 30 June 2014      | 122                        | 1,160            | 29                            | 53                       | 10                      | 125                   | -                     | 1,579        |

|                             |     |     |    |    |   |    |  |     |
|-----------------------------|-----|-----|----|----|---|----|--|-----|
| Net Book value 30 June 2013 | 176 | 116 | 38 | 14 | - | 38 |  | 382 |
|-----------------------------|-----|-----|----|----|---|----|--|-----|

|                             |     |    |    |    |   |    |  |     |
|-----------------------------|-----|----|----|----|---|----|--|-----|
| Net Book value 30 June 2014 | 160 | 86 | 34 | 42 | - | 28 |  | 349 |
|-----------------------------|-----|----|----|----|---|----|--|-----|

## NOTE 7. INTANGIBLE ASSETS

### Cost of Property, plant & equipment

|                            | <i>Computer Software</i> | <i>Total</i> |
|----------------------------|--------------------------|--------------|
| Balance as at 1 July 2012  | 8                        | 8            |
| Additions                  |                          |              |
| Revaluations               |                          |              |
| Disposals and Derogation   |                          |              |
| Transfers                  |                          |              |
| Balance as at 30 June 2013 | 8                        | 8            |

|                            | <i>Computer Software</i> | <i>Total</i> |
|----------------------------|--------------------------|--------------|
| Balance as at 30 June 2013 | 8                        | 8            |
| Additions                  | 49                       | 49           |
| Revaluations               |                          |              |
| Disposals and Derogation   |                          |              |
| Transfers                  |                          |              |
| Balance as at 30 June 2014 | 57                       | 57           |

### Accumulated Depreciation and impairment losses

|                                                             | <i>Computer Software</i> | <i>Total</i> |
|-------------------------------------------------------------|--------------------------|--------------|
| Balance as at 1 July 2012                                   | 6                        | 6            |
| Transfers                                                   |                          |              |
| Elimination on Disposal/Derecognition 2012/13               |                          |              |
| Amortisation Expense 2012/13                                | 2                        | 2            |
| Impairment Reserve 2012/13 (closing balance 12/13) Allocate |                          |              |
| Balance as at 30 June 2013                                  | 8                        | 8            |

|                                                             | <i>Computer Software</i> | <i>Total</i> |
|-------------------------------------------------------------|--------------------------|--------------|
| Balance as at 30 June 2013                                  | 8                        | 8            |
| Transfers                                                   |                          |              |
| Elimination on Disposal/Derecognition 2013/14               |                          |              |
| Amortisation Expense 2013/14                                | 13                       | 13           |
| Impairment Reserve 2012/13 (closing balance 13/14) Allocate |                          |              |
| Balance as at 30 June 2014                                  | 21                       | 21           |
|                                                             |                          |              |
| Net Book value 30 June 2013                                 | 0                        | 0            |

|                             |    |    |
|-----------------------------|----|----|
| Net Book value 30 June 2014 | 36 | 36 |
|-----------------------------|----|----|

**NOTE 8. TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS**

|                                                         |            |             | 2013/14    | 2012/13     | 2011/12    |
|---------------------------------------------------------|------------|-------------|------------|-------------|------------|
|                                                         | Current    | Non-Current | Budget     | Est. Actual | Actual     |
|                                                         | \$000      | \$000       | \$000      | \$000       | \$000      |
| Creditors                                               | 192        |             | 192        | 304         | 229        |
| Creditors Ministries/Portfolios                         |            |             |            | 98          | 207        |
| Creditors other government agencies                     |            |             |            |             |            |
| Payroll Deductions                                      |            |             |            |             |            |
| Operating Lease                                         |            |             |            |             |            |
| Accrued Expenses                                        | 25         |             |            | 91          | 141        |
| Accrued Expenses Ministries/Portfolios                  |            |             |            |             |            |
| Accrued Expenses other government agencies              |            |             |            |             |            |
| Inter-entity due to                                     |            |             |            |             |            |
| Accrued Entity Interest                                 |            |             |            |             |            |
| Provisions                                              |            |             |            |             |            |
| Other payables                                          | 26         | 0           | 26         |             |            |
| <b>Total trade payables other payables and accruals</b> | <b>244</b> | <b>0</b>    | <b>219</b> | <b>493</b>  | <b>577</b> |

**NOTE 9. UNEARNED REVENUE**

| <b>Details</b>                | <b>Current</b> | <b>Non-Current</b> | <b>2013/14<br/>Budget</b> |
|-------------------------------|----------------|--------------------|---------------------------|
| Rentals paid in advance       |                |                    |                           |
| Immigration deposits          |                |                    |                           |
| Customs deposits              |                |                    |                           |
| Revenue deposits              |                |                    |                           |
| Other unearned revenue        |                |                    |                           |
| <b>Total unearned revenue</b> |                |                    |                           |

## NOTE 10. EMPLOYEE ENTITLEMENTS

### Note 10: Employee entitlements

|                                                       | 2013/14   | 2012/13     | 2011/12    |
|-------------------------------------------------------|-----------|-------------|------------|
|                                                       | Budget    | Est. Actual | Actual     |
| Annual Leave                                          | 29        | 152         | 243        |
| Retirement and long service leave                     | 40        | 41          | 36         |
| Accrued salaries                                      |           |             |            |
| Travel                                                |           |             |            |
| Pension                                               |           |             |            |
| Other salary related entitlements                     |           |             |            |
| Total current portion                                 | <b>70</b> | <b>193</b>  | <b>279</b> |
| Non-current employee entitlements are represented by: |           |             |            |
| Retirement and long service leave                     |           |             |            |

## NOTE 11. SALES OF GOODS & SERVICES

|                                      | 2013/14      | 2012/13       | 2011/12       |
|--------------------------------------|--------------|---------------|---------------|
| Revenue Type                         | Budget       | Est. Actual   | Actual        |
|                                      | <b>\$000</b> | <b>\$000</b>  | <b>\$000</b>  |
| Outputs to Cabinet                   | 4,924        | 9,191         | 10,579        |
| Outputs to other government agencies |              | 551           | 613           |
| Fees and charges                     | 56           | 49            | 48            |
| General sales                        | 1,200        | 678           | 740           |
| Rentals                              |              |               |               |
| Other                                |              |               |               |
| Total sales of goods and services    | <b>6,180</b> | <b>10,469</b> | <b>11,980</b> |

|                                                              | 2013/14      | 2012/13      | 2011/12       |
|--------------------------------------------------------------|--------------|--------------|---------------|
|                                                              | Budget       | Est. Actual  | Actual        |
| <b>Fees and Charges</b>                                      | <b>\$000</b> | <b>\$000</b> | <b>\$000</b>  |
| Cabinet Appeal Fees (formerly Executive Council Appeal Fees) | 56           | 49           | 48            |
| <b>Total Fees and Charges</b>                                | <b>56</b>    | <b>49</b>    | <b>48</b>     |
| <b>General Sales</b>                                         |              |              |               |
| Sale Of Gazettes And Subscriptions                           | 700          | 701          | 714           |
| Miscellaneous Sales                                          |              |              |               |
| <b>Total General Sales</b>                                   | <b>700</b>   | <b>701</b>   | <b>714</b>    |
| <b>Rentals</b>                                               |              |              |               |
| Rental - Temporary Housing                                   |              | 4            | 7             |
| <b>Total Rentals</b>                                         | <b>0</b>     | <b>4</b>     | <b>7</b>      |
| <b>Sales of Outputs to Cabinets</b>                          |              |              |               |
| Sales of outputs to Cabinet                                  | 4,924        | 9,191        | 10,579        |
| <b>Total Sales of Outputs to Cabinet</b>                     | <b>4,924</b> | <b>9,191</b> | <b>10,579</b> |
| <b>Other Interdepartmental Revenue</b>                       |              |              |               |
| Revenue from Ministries/Portfolios & Public Authorities      |              |              |               |
| <b>Total Other Interdepartmental Revenue</b>                 | <b>0</b>     | <b>0</b>     | <b>0</b>      |
| <b>Total Goods and Services</b>                              | <b>5,680</b> | <b>9,945</b> | <b>11,348</b> |

**NOTE 12. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Interest on deposits held with cabinet |                                     |                                     |                                     |
| Interest on cash balances              |                                     |                                     |                                     |
| Royalties                              |                                     |                                     |                                     |
| Other                                  |                                     |                                     |                                     |
| <b>Total Investment revenue</b>        | <b>0</b>                            | <b>0</b>                            | <b>0</b>                            |

**NOTE 13. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
|                        |                                     |                                     |                                     |
|                        |                                     |                                     |                                     |
|                        |                                     |                                     |                                     |
| <b>Total donations</b> | <b>0</b>                            | <b>0</b>                            | <b>0</b>                            |

**NOTE 14. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Salaries, wages and allowances | 3,461                               | 5,456                                    | 6,473                               |
| Health care                    | 618                                 | 852                                      | 807                                 |
| Pension                        | 198                                 | 307                                      | 355                                 |
| Leave                          |                                     |                                          |                                     |
| Other personnel related costs  | 0                                   | 256                                      | 80                                  |
| <b>Total Personnel Costs</b>   | <b>4,277</b>                        | <b>6,871</b>                             | <b>7,715</b>                        |

**NOTE 15. SUPPLIES AND CONSUMABLES**

|                                       | 2013/14      | 2012/13      | 2011/12      |
|---------------------------------------|--------------|--------------|--------------|
|                                       | Budget       | Est. Actual  | Actual       |
|                                       | \$000        | \$000        | \$000        |
| Supplies and Materials                | 255          | 250          | 278          |
| Purchase of services                  | 595          | 1,591        | 2,833        |
| Lease of property and equipment       | 32           | 36           | 105          |
| Utilities                             | 145          | 97           | 72           |
| General Insurance                     | 33           | 54           | 61           |
| Interdepartmental expenses            | 52           | 38           | 45           |
| Travel and Subsistence                | 128          | 19           | 17           |
| Recruitment and Training              | 10           | 18           | -            |
| Other                                 | 78           | 1            | 2,778        |
| <b>Total Supplies and Consumables</b> | <b>1,328</b> | <b>2,104</b> | <b>6,189</b> |

**NOTE 16. FINANCE COSTS**

|                           | 2013/14<br>Budget | 2012/13<br>Actual | 2011/12<br>Actual |
|---------------------------|-------------------|-------------------|-------------------|
|                           | \$000             | \$000             | \$000             |
| Interest on overdraft     |                   |                   |                   |
| Other                     |                   |                   |                   |
| <b>Total Finance cost</b> | <b>0</b>          | <b>0</b>          | <b>0</b>          |

**NOTE 17. LITIGATION COSTS**

The Attorney General's Office provides litigation services to the Cabinet Office.

|                              | 2013/14<br>Budget | 2012/13<br>Actual | 2011/12<br>Actual |
|------------------------------|-------------------|-------------------|-------------------|
|                              | \$000             | \$000             | \$000             |
| <b>Litigation Costs</b>      |                   |                   |                   |
| Description                  |                   |                   |                   |
| Description                  |                   |                   |                   |
| <b>Total Litigation cost</b> | <b>0</b>          | <b>0</b>          | <b>0</b>          |

**NOTE 18. GAINS / (LOSSES)**

|                                                                | 2013/14<br>Budget | 2012/13<br>Actual | 2011/12<br>Actual |
|----------------------------------------------------------------|-------------------|-------------------|-------------------|
|                                                                | \$000             | \$000             | \$000             |
| Net (gain) / loss on disposal of property, plant and equipment |                   |                   |                   |
| Net (gain) / loss on foreign exchange Transactions             |                   |                   |                   |
| <b>Total gains / (losses)</b>                                  | <b>0</b>          | <b>0</b>          | <b>0</b>          |

**NOTE 19. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | 2013/14      | 2012/13      | 2011/12      |
|--------------------------------------------------------------|--------------|--------------|--------------|
|                                                              | Budget       | Est. Actual  | Actual       |
|                                                              | This Year    |              |              |
|                                                              | \$000        | \$000        | \$000        |
| Surplus/(deficit) from ordinary activities                   | 454          | 866          | (2,699)      |
| <b>Non-cash movements</b>                                    |              |              |              |
| Depreciation expense                                         | 120          | 628          | 775          |
| Impairment                                                   |              |              |              |
| (Gain)/losses on sale of property plant and equipment        |              | (29)         | (49)         |
| Foreign exchange gains/(losses)                              |              |              |              |
| <b>Changes in current assets and liabilities</b>             |              |              |              |
| (Increase)/decrease in other current assets                  | 10           | (1,250)      | 17           |
| (Increase)/decrease in receivables                           |              |              |              |
| (Increase)/decrease in receivables - Cabinet                 | 1,599        | 3,585        | 5,167        |
| (Increase)/decrease in inventories                           |              |              |              |
| (Increase)/decrease in payables                              | (257)        | (20)         | (1,225)      |
| (Increase)/decrease in provisions relating to employee costs |              | (86)         | 56           |
| <b>Net cash flows from operating activities</b>              | <b>1,927</b> | <b>3,694</b> | <b>2,042</b> |

**NOTE 20. CONTINGENT LIABILITIES AND ASSETS**

The Cabinet Office has no contingent Liabilities or assets.

**NOTE 21. COMMITMENTS**

The Cabinet Office has no capital commitments.

**NOTE 22. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The Cabinet Office is a wholly owned entity of the government from which it derives a major source of its revenue. The Cabinet Office and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2013 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.



|                                                 | 2013/14 | 2012/13     | 2011/12 |
|-------------------------------------------------|---------|-------------|---------|
|                                                 | Budget  | Est. Actual | Actual  |
|                                                 | \$000   | \$000       | \$000   |
| Description                                     | 775     | 648         | 598     |
| Salaries and other short-term employee benefits |         |             |         |
| Past employee benefits                          |         |             |         |
| Other long-term benefits                        |         |             |         |
| Termination benefits                            |         |             |         |
| Loans                                           |         |             |         |
| Total                                           | 775     | 648         | 598     |

*No loans were granted to key management personnel or their close relatives during the financial year.*

#### **NOTE 23: FINANCIAL INSTRUMENT RISKS**

The Cabinet Office is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

##### **Credit risk**

In the normal course of its business the Cabinet Office is subject to credit risk from debtors other than the Cabinet. The Cabinet Office does not have significant concentrations of credit risk for its other financial instruments.

##### **Currency and interest rate risk**

The Cabinet Office has no significant exposure to currency exchange loss risk and interest rate risk.

##### **Liquidity risk**

In meeting its liquidity requirements, the Cabinet Office closely monitors its Actual cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Cabinet Office maintains a target level of available cash to meet liquidity requirements.

All of the Cabinet Office financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# ANNUAL BUDGET STATEMENT

## MINISTRY OF HOME AND COMMUNITY AFFAIRS

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

# HOME AFFAIRS

## **CONTENT**

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft ownership performance I want to be delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I am planning to implement during the 2013/14 financial year.

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**Honourable Alden McLaughlin, MBE, JP**  
**Premier**

Ministry of Home and Community Affairs

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and the Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Mr Eric Bush, JP**  
**Chief Officer**

Ministry of Home and Community Affairs  
(Home Affairs)

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

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### General Nature of Activities

Providing policy advice to the Minister of Home Affairs and Cabinet on immigration, public safety and law enforcement matters; contributing to national security and the well-being of the community through effective immigration controls, detention and rehabilitation of offenders, policing, fire safety, and disaster preparedness. Providing critical infrastructure support and management of Government's information technology assets; and provide jurisdictional presence in the UK and Europe.

### Scope of Activities

#### Strategic Human Resource Services

- Providing for the maintenance and enforcement of the immigration laws and regulations.
- Providing for the maintenance and enforcement of law and order, the preservation of the peace, the protection of life and property, the prevention and detection of crime and the apprehension of offenders
- Providing 24-hour emergency response to the people of the Cayman Islands and its visitors.
- Promoting disaster preparedness and mitigation for the Cayman Islands
- Providing for the detention and rehabilitation of offenders
- Providing information technology infrastructure administration, management, and support; develop, implement and support software packages.
- Provide rapid response to fires, aircrafts accidents and other emergencies.
- Support the extension of Cayman Islands Government activities in the United Kingdom and Europe and provide a contact point for foreign stakeholders whilst promoting social, cultural and political understanding.

### Customers and Location of Activities

Customers of the Ministry include the general public, visitors, public and private organizations, and public servants.

The Ministry provides services on Grand Cayman, Cayman Brac and Little Cayman as well as in overseas offices.

## 2. STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the Ministry of Home and Community Affairs (Home Affairs) for the 2013/14 and the subsequent two years are as follows:

- Significantly enhance the rehabilitation of offenders to help them to become contributing members of society
- Implement a comprehensive training and development programme for law enforcement and public safety
- Improve the intelligence and information sharing capabilities within law enforcement
- Review polices to improve community cooperation and participation
- Provide support for the improvement of human capital across the Ministry to create a dynamic and responsive workforce
- Continue to improve 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.
- 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.
- Raise awareness and create a positive impression of the Cayman Islands as an international jurisdiction of importance.



### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of Home and Community Affairs (Home Affairs) for the 2013/14 financial year are as follows:

| <b>FINANCIAL PERFORMANCE MEASURE</b>                                                   | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>ACTUAL<br/>\$ 000's</b> |
|----------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| REVENUE FROM CABINET                                                                   | 82,224                                 | 68,145                                 |
| REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES<br>AND GOVERNMENT COMPANIES |                                        |                                        |
| REVENUE FROM OTHERS                                                                    | 9,265                                  | 8,633                                  |
| SURPLUS/DEFICIT FROM OUTPUTS                                                           |                                        |                                        |
| OWNERSHIP EXPENSES                                                                     |                                        |                                        |
| <b>OPERATING SURPLUS/DEFICIT FROM OUTPUTS</b>                                          |                                        |                                        |
|                                                                                        |                                        |                                        |
| <b>NET WORTH</b>                                                                       | 69,740                                 | 52,647                                 |
|                                                                                        |                                        |                                        |
| CASH FLOWS FROM OPERATING ACTIVITIES                                                   | 6,029                                  | 5,913                                  |
| CASH FLOWS FROM INVESTING ACTIVITIES                                                   | (5,201)                                | (698)                                  |
| CASH FLOWS FROM FINANCING ACTIVITIES                                                   | 2,868                                  | 2,271                                  |
| CHANGE IN CASH BALANCES                                                                | 3,696                                  | 7,486                                  |

| <b>FINANCIAL PERFORMANCE RATIO</b>   | <b>2013/14<br/>BUDGET<br/>%</b> | <b>2012/13<br/>ACTUAL<br/>%</b> |
|--------------------------------------|---------------------------------|---------------------------------|
| CURRENT ASSETS : CURRENT LIABILITIES | 278%                            | 227%                            |
| TOTAL ASSETS : TOTAL LIABILITIES     | 533%                            | 413%                            |

## MAINTENANCE OF CAPABILITY

|                                               | 2013/14<br>BUDGET | 2012/13<br>ACTUAL |
|-----------------------------------------------|-------------------|-------------------|
| <b>HUMAN CAPITAL MEASURES</b>                 |                   |                   |
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYEED    |                   |                   |
| <b>STAFF TURNOVER (%)</b>                     |                   |                   |
| MANAGERS                                      | 7%                | 7%                |
| PROFESSIONAL AND TECHNICAL STAFF              | 7%                | 7%                |
| CLERICAL AND LABOURER STAFF                   | 7%                | 7%                |
| <b>AVERAGE LENGTH OF STAY</b>                 |                   |                   |
| MANAGERS                                      |                   |                   |
| PROFESSIONAL AND TECHNICAL STAFF              |                   |                   |
| CLERICAL AND LABOURER STAFF                   |                   |                   |
| <b>CHANGES TO PERSONNEL MANAGEMENT SYSTEM</b> |                   |                   |

|                                             | 2013/14<br>BUDGET<br>% | 2012/13<br>ACTUAL<br>% |
|---------------------------------------------|------------------------|------------------------|
| <b>PHYSICAL CAPITAL MEASURES</b>            |                        |                        |
| VALUE OF TOTAL ASSETS                       | 47,988                 | 32,423                 |
| ASSET REPLACEMENTS : TOTAL ASSETS           | 9%                     | 1%                     |
| BOOK VALUE OF ASSETS : COST OF THOSE ASSETS | 88,400                 | 58,989                 |
| DEPRECIATION : CASH FLOW ON ASSET PURCHASES | 87%                    | 409%                   |
| CHANGES TO ASSET MANAGEMENT POLICES         | None                   | None                   |

| <b>MAJOR NEW ENTITY CAPITAL EXPENDITURE<br/>FOR THE YEAR</b> | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>ACTUAL<br/>\$ 000's</b> |
|--------------------------------------------------------------|----------------------------------------|----------------------------------------|
| RCIPS Custody Suites                                         | 900                                    |                                        |
| Eagle house and Accompanying                                 | 170                                    |                                        |
| Immigration Detention Centre upgrades                        | 100                                    |                                        |
| Vehicle replacements                                         | 900                                    |                                        |
| Cloud Computing                                              | 350                                    |                                        |
| Internal Fencing at the Prison                               | 736                                    |                                        |
| Core Network Upgrade and Accompanying                        | 380                                    |                                        |
| Replacing Multifunction Devices                              | 220                                    |                                        |
| Air-conditioning Replacement at Fire Departments             | 161                                    |                                        |

| <b>MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br/>BUT NOT COMPLETED IN PREVIOUS YEARS</b> | <b>ANTICIPATED PROJECT STATUS<br/>AS AT 1st JULY 2013</b> |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| RCIPS Custody Suites                                                                         | 1,500                                                     |
|                                                                                              |                                                           |
|                                                                                              |                                                           |
|                                                                                              |                                                           |
|                                                                                              |                                                           |

## RISK MANAGEMENT

| KEY RISKS FACED BY<br>MINISTRY/PORTFOLIO                              | CHANGED IN STATUS<br>FROM 2012/13 | ACTIONS TO MANAGE RISK                                                                                                                                                                                                                                              | FINANCIAL<br>VALUE OF RISK |
|-----------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Natural Disaster – Loss of<br>Vital Information                       | Unchanged                         | Employees transfer vital<br>information on a regular basis to<br>the Archives Department for<br>proper storage. Example of vital<br>information transferred are<br>Personnel Records, Cabinet<br>Papers, etc.                                                       |                            |
| Natural Disaster – Loss of<br>Communications                          | Unchanged                         | Ensure contingency plans are in<br>place                                                                                                                                                                                                                            |                            |
| Loss of Vital Human<br>Resources                                      | Unchanged                         | Cross training of staff ensuring<br>staff are well versed in all areas of<br>operation to facilitate continued<br>smooth operations in the event of<br>loss of vital staff.<br>Succession planning                                                                  |                            |
| Equipment Failure or Loss                                             | Unchanged                         | Ensuring that IT systems in the<br>Portfolio of Internal and External<br>Affairs are properly maintained<br>and backed up on a regular basis<br>to minimize data loss.<br>Ensuring contingency manual<br>systems are in place should an<br>equipment failure occur. |                            |
| Security of Confidential<br>Documents                                 | Unchanged                         | All confidential documents are<br>kept locked away and are only<br>accessed by authorized personnel                                                                                                                                                                 |                            |
| Inappropriate use of<br>Coercive Power by Law<br>Enforcement Officers | Unchanged                         | Ensure staff is properly trained in<br>their respective areas.<br>Close supervision and regular<br>developmental meetings                                                                                                                                           |                            |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| <b>EQUITY MOVEMENT</b>                                         | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>ACTUAL<br/>\$ 000's</b> |
|----------------------------------------------------------------|----------------------------------------|----------------------------------------|
| EQUITY INVESTMENT FROM CABINET INTO THE CABINET OFFICE         | 3,018,278                              | 2,000,000                              |
| CAPITAL (EQUITY) WITHDRAWAL BY CABINET FROM THE CABINET OFFICE |                                        |                                        |

## **PART B**

# **OUTPUT PERFORMANCE**

## 5. OUTUTS TO BE DELIVERED

| CSD 42                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Technology Support Services | \$6,701,504                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description</b><br><p>The Department operates a 7.5-hours/working day manned Call in Support Answering Service (CSAS) to support Logs ("bug fixes", faults, service outages, password reset and basic requests for IT services) and dispatch these requests to IT staff for work assignment services for central Core agencies and limited SAGC's with written SLA's. Requests for significant sets of IT work to be done or additional/special IT costs, are assigned as IT projects.</p> <p>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<sup>rd</sup> party software packages support/assistance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                             |                                                                                                                                                                                                                                    |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours that the CSD Helpdesk operates per fiscal year.</li> <li>Minimum staffing of CSD helpdesk on duty/working day: <ul style="list-style-type: none"> <li>7:30-08:30am, 1 hour lunchtime, and 3-5pm</li> <li>08:30am-3pm excluding lunchtime (Peak)</li> </ul> </li> <li>Number of dispatched Logs Service processed per month average with Staffing (defined above)</li> <li>Number of hours for Logs and IT Projects</li> <li>Number of Databases</li> <li>Number of Government Financial System Users</li> <li>Number of PCs Supported</li> <li>Number of online Government services created/ hosted and managed</li> <li>Number of Internet accesses granted-Basic &amp; Low Video Streaming</li> <li>Number of Remote Services accesses granted-Blackberry/Forward Email/Token/Active Sync Devices</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Customer Satisfaction scores regarding Logs Calls For Service</li> <li>Customer Satisfaction scores regarding IT Project Reviews</li> <li>Peer reviews completed on IT Projects</li> <li>Peer reviews with a satisfactory scores on IT Projects</li> <li>Percentage of uptime which the Government's Website is accessible</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>CSD Helpdesk telephone calls answered within 30 seconds</li> <li>IT Project completed within the agreed scheduled timeframe, including any change requests and time changes approved)</li> <li>Helpdesk Logs Requests responded to in published time frames</li> </ul> <b>Location</b><br>Cayman Islands |                             | <b>2013/14 Budget</b><br>3,042<br>1<br>2<br>1,000-1,500<br>70,000-73,200<br>40-50<br>400-430<br>3,000-3,300<br>2-3<br>2,000-2,500<br>900-1,600<br><br>75%<br>75%<br>80%<br>80%<br>95-100%<br><br>80%<br>75%<br>80-100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             | <b>2012/13 Actual</b><br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br><br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br><br>N/A<br>N/A<br>N/A<br><br>N/A<br><br>N/A                                                  |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |                                                                                                                                                                                                                                    |

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

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| <b>DCR 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Court Services for Adult Offenders</b>                                                                                                                         | <b>\$697,251</b>                                                                                                                   |
| <b>Description</b><br>Provision of Reports and Rehabilitative Services at the request of the Courts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                   |                                                                                                                                    |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of bail Supervision/monitoring</li> <li>Number of reports submitted to the Courts</li> <li>Number of court duty services offered</li> <li>Number of court orders supervised</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Reports to be prepared in the established format as required by the Court</li> <li>Initiate and maintain contact with clients based on Court Order requirements</li> </ul><br><b>Timeliness</b><br>On-going throughout the period as specified by a Court Order condition or based on the request of the Courts.<br><b>Location</b><br>Cayman Islands<br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>1,500-1,600<br>1,800-1900<br>550-650<br>3,700-3,800<br><br>95-100%<br>95-100%<br><br>95-100%<br><br>100%<br><br><b>\$697,251</b> | <b>2012/13<br/>Actuals</b><br><br>1,548<br>1,833<br>547<br>3,702<br><br>100%<br>95%<br><br>95%<br><br>100%<br><br><b>\$788,185</b> |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                   |                                                                                                                                    |



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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>DCR 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>“Through-Care” and “After-Care” services.</b>                                                                                  | <b>\$489,372</b>                                                                                  |
| <b>Description</b><br>Provision of “Through-Care” and “After-Care” services to assist persons in and on release from the Prison System.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                   |                                                                                                   |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of reports submitted to the Secretary of the Parole Board</li> <li>Number of Through-care cases</li> <li>Number of Parole Licences supervised</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Reports to be prepared in the established format in accordance with Departmental guidelines</li> <li>Initiate and Maintain supervision based on Licence requirements<br/>(Supervision is based on client contact through home visits, office visits, and other community contacts which may include job sites, and group participation)</li> </ul><br><b>Timeliness</b><br>Through-care services provided as necessary, between 8:30-5:00 Monday – Friday and on-going After-care services for the period as specified by a Parole Licence or Supervision Release Condition.<br><br><b>Location</b><br>Through-care specific to HM Prisons (Northward, Fairbanks, Eagle House) and Aftercare throughout the Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>60-70<br><br>120-180<br>170-180<br><br><br>95-100%<br><br>95-100%<br><br><br>95-100%<br><br>100% | <b>2012/13<br/>Actuals</b><br><br>61<br><br>879<br>172<br><br><br>100%<br><br>95%<br><br><br>100% |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                   |                                                                                                   |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------|
| <b>DCR 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Public Education and Policy Advice</b> | <b>\$235,847</b>       |
| <b>Description</b><br>Provision of information, education and advice on rehabilitative services aimed at crime reduction in the Cayman Islands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                           |                        |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of public awareness presentations/projects</li> <li>Number of reports and advice offered to the Ministry/Portfolio</li> <li>Number of interdepartmental meetings for strategic advice offered</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Information based on research, experience and professional guidelines related to Probation and Parole services</li> <li>Projects/Presentations hosted/delivered by qualified personnel</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Quarterly presentations/projects</li> <li>As needed based on need and demand</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14 Budget</b>                     | <b>2012/13 Actuals</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 6-8                                       | 7                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 6-8                                       | 7                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 50-60                                     | 53                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 95-100%                                   | 100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                      | 100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 95-100%                                   | 95%                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 95-100%                                   | 95%                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                      | 100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$235,847</b>                          | <b>\$250,123</b>       |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                           |                        |

|                                                                                                                                                                                                                                                                                                                                                                                                             |                                                            |                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------|
| <b>DCR 12</b>                                                                                                                                                                                                                                                                                                                                                                                               | <b>Empowerment Services</b>                                | <b>\$414,601</b>                       |
| <b>Description</b><br>Provision of Community and Institution Programmes provided through individual and groups services and Victim Services.                                                                                                                                                                                                                                                                |                                                            |                                        |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                             | <b>2013/14<br/>Budget</b>                                  | <b>2012/13<br/>Actuals</b>             |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of psycho-educational programmes offered in the community</li> <li>Number of Empowerment sessions offered</li> <li>Number of Aftercare Support sessions offered</li> <li>Number of client-related presentations (Community/Institution) offered</li> <li>Number of Community Service Cases</li> <li>Number of Victim/Witness Cases</li> </ul> | 8-10<br><br>140-150<br>50-60<br>8-10<br>450-550<br>600-700 | 8<br><br>N/A<br>54<br>6<br>487<br>1167 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Programmes delivered and facilitation in accordance with Department guidelines</li> <li>Programmes facilitated by Trained and Professional Personnel.</li> <li>Reports prepared in the established format as needed by the Police or Courts</li> </ul>                                                                                                | 95-100%<br>95-100%<br>95-100%                              | 100%<br>100%<br>100%                   |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Reports provided as required by the Police or Courts</li> <li>Services provided on a need by need basis</li> </ul>                                                                                                                                                                                                                                 | 95-100%<br>95-100%                                         | 100%<br>100%                           |
| <b>Location</b><br>Primarily in Grand Cayman, with occasional services to the Sister Islands                                                                                                                                                                                                                                                                                                                | 100%                                                       | 100%                                   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$414,601</b>                                           | <b>\$365,806</b>                       |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                 |                                                            |                                        |

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                    |                                                                                                                            |
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| <b>DCR 16</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Special Need and Intensive Supervision Services</b>                                                                                             | <b>\$552,634</b>                                                                                                           |
| <b>Description</b><br>Provision of Intensive Supervision and Intervention Services to High Risk clients.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                    |                                                                                                                            |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Domestic Violence Cases Supervised</li> <li>Number of Mental Health Cases Supervised</li> <li>Number of Drug Rehabilitation Court Cases Supervised</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Services delivered in accordance with Department guidelines</li> <li>Services provided by Qualified Personnel.</li> <li>Initiate and maintain supervision based on assessments and diagnosis</li> </ul><br><b>Timeliness</b><br>Services provided based on client needs as identified through assessments and diagnosis.<br><b>Location</b><br>Cayman Islands<br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>750-850<br>550-650<br>350-450<br><br>95-100%<br>95-100%<br>95-100%<br><br>95-100%<br><br>100%<br><b>\$552,634</b> | <b>2012/13<br/>Actuals</b><br><br>773<br>597<br>388<br><br>100%<br>100%<br>100%<br><br>75%<br><br>100%<br><b>\$457,912</b> |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                    |                                                                                                                            |

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| <b>EMC 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Public Safety Communications Centre</b> | <b>\$1,775,410</b>                                                                                                                                            |
| <b>Description</b><br><p>The Department operates a 24-hour Public Safety Answering Point (PSAP) to support public safety first responder dispatch services including Police, Fire and Emergency Medical Services known as the Public Safety Communications Centre (PSCC).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                            |                                                                                                                                                               |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours the Public Safety Communications Centre operates per fiscal year (24 hrs 365 days)</li> <li>Minimum staffing of 9-1-1 Telecommunications staff on duty <ul style="list-style-type: none"> <li>24/7 except Friday and Saturday nights (Non-peak)</li> <li>Friday and Saturday nights (Peak)</li> </ul> </li> <li>Number of incoming 9-1-1 emergency telephone calls processed per month average</li> <li>Number of dispatched Calls For Service processed per month</li> <li>Number of RCIPS vehicle stops, pedestrian stops and boat checks tracked by the Public Safety Communications Centre</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Quality Assurance case reviews completed on Calls For Service (call-taking and dispatch)</li> <li>Quality Assurance scores regarding Calls For Service case reviews</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Emergency telephone calls answered within 10 seconds</li> <li>Emergency personnel dispatched within 60 seconds once a Call For Service meets dispatch criteria</li> </ul> <b>Location</b><br>Cayman Islands |                                            | <b>2013/14 Budget</b><br>8,760<br><br><br><br>2<br>3<br>5,100<br>2,685<br>7,600<br><br>300<br>80%<br><br>90%<br>90%<br><br>100%<br><br><b>\$1,775,410</b>     |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                            | <b>2012/13 Actual</b><br>8,760<br><br><br><br>2<br>3<br>5,058<br>2,528<br>7,565<br><br>N/A<br>N/A<br><br><br>90%<br>90%<br><br>100%<br><br><b>\$1,746,807</b> |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                            |                                                                                                                                                               |

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

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| <b>EMC 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Electronic Monitoring Centre</b>                                                                                               | <b>\$1,570,607</b>                                                                                                            |
| <b>Description</b><br>The Electronic Monitoring Centre (EMC) has two distinct programmes which support the commitment to lessen the impact of crime in the Cayman Islands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                   |                                                                                                                               |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours that the EMC maintains the capacity to tag, monitor, document and report violations of Electronic Monitoring Programme offenders and monitor and support the National CCTV project.</li> <li>Number of offenders monitored simultaneously</li> <li>Number of requests for archived CCTV video received from RCIPS during fiscal year</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Quality Assurance case reviews completed on Electronic Monitoring Centre actions (offender violation processing)</li> <li>Quality Assurance ratings regarding Electronic Monitoring Centre actions</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Follow up regarding an offender's violation within 30 minutes</li> <li>Authorised requests for copies of archived CCTV video recordings are processed within three business days</li> </ul> <b>Location</b><br>Cayman Islands | <b>2013/14 Budget</b><br><br>8,760<br><br>36<br>325<br><br>120<br><br>90%<br><br>95%<br>90%<br><br>100%<br><br><b>\$1,570,607</b> | <b>2012/13 Actual</b><br><br>8,760<br><br>35<br>307<br><br>N/A<br>N/A<br><br>N/A<br>76%<br><br>100%<br><br><b>\$1,462,315</b> |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                   |                                                                                                                               |

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

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| <b>FRE 9</b>                                                                                                                                                                                                                                                                                                                                                                                     | <b>Responding to Domestic Fire Emergencies, Emergency Communication, Planning and Preparedness</b> | <b>\$5,810,740</b>          |
| <b>Description</b><br>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.                                                                                                                                        |                                                                                                    |                             |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                  | <b>2013/14 Budget</b>                                                                              | <b>2012/13 ACTUAL</b>       |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of days providing 24 hour coverage for the community.</li> <li>Number of days providing radio/telephone communication to coordinate during all hurricanes and other disasters.</li> <li>Hours to plan and conduct training for annual hurricane exercise and disasters.</li> </ul>                                                 | 365<br>365<br>3,840                                                                                | 365<br>365<br>3,840         |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Ensure that Fire-officers are properly equipped to respond to one call for rescue and fighting per station at any given time</li> <li>Ensure compliance of CI Fire Brigade Law and the CI Fire Service operation orders.</li> <li>Capacity to provide sufficient staff and equipment</li> <li>Compliance with NFPA's guidelines</li> </ul> | 95%<br>100%<br>66%<br>66%                                                                          | 100%<br>96%<br>100%<br>100% |
| <b>Timeliness</b><br>Respond within 20 seconds on receipt of call                                                                                                                                                                                                                                                                                                                                | 100%                                                                                               | 100%                        |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                | 100%                                                                                               | 100%                        |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$5,810,740</b>                                                                                 | <b>\$0</b>                  |
| <b>Related Broad Outcomes:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                     |                                                                                                    |                             |

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

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| <b>FRE 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Aerodrome Fire Services</b>              | <b>\$4,427,399</b>                           |
| <b>Description</b><br>The release and rescue of persons and property including all aircrafts incidents and vessels in hazardous situations.                                                                                                                                                                                                                                                                                                                                                                                  |                                             |                                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>2013/14<br/>Budget</b>                   | <b>2012/13<br/>ACTUAL</b>                    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Properly equipped to respond to one full emergency at any one time</li> <li>Provide protection services in accordance with category 7 of the airport at 16 hours per day.</li> <li>Inspections of distribution of fuel to aircrafts</li> </ul>                                                                                                                                                                                                                        | 100%<br>100%<br><br>2 -3                    | 98%<br>98%<br><br>3                          |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds</li> <li>Firefighting media in compliance with ICAO.</li> <li>Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle</li> <li>Number of personnel and training are in compliance with ICAO .</li> <li>Rescue equipment is in compliance with ICAO</li> </ul> | 100%<br><br>100%<br>100%<br><br>72%<br>100% | 100%<br><br>100%<br>100%<br><br>100%<br>100% |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>During all hours airport is open to traffic</li> <li>To respond within 2 to 3 minutes to the end of each runway</li> <li>Monthly Inspections</li> </ul>                                                                                                                                                                                                                                                                                                             | 100%<br>100%<br>100%                        | 98%<br>100%<br>100%                          |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                        | 100%                                         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$4,427,399</b>                          | <b>\$4,720,324</b>                           |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                             |                                              |



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| <b>FRE 11</b>                                                                                                                                                                                                                                                                                                                           | <b>Inspection for Compliance with Fire Code</b> | <b>\$110,538</b>          |
| <b>Description</b><br>Enforcement of CI Fire Prevention Code and fire prevention section of the Fire Brigade Law including: <ul style="list-style-type: none"> <li>• All commercial development.</li> <li>• Inspection of Liquor Licensing premises.</li> <li>• Tourist accommodations premises in compliance with Laws/Code</li> </ul> |                                                 |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                         | <b>2013/14<br/>Budget</b>                       | <b>2012/13<br/>ACTUAL</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                         |                                                 |                           |
| <ul style="list-style-type: none"> <li>• Number of premises inspected</li> </ul>                                                                                                                                                                                                                                                        | 700-1,000                                       | 397                       |
| <ul style="list-style-type: none"> <li>• Number of development drawings reviewed</li> </ul>                                                                                                                                                                                                                                             | 400 -600                                        | 214                       |
| <ul style="list-style-type: none"> <li>• Number of assessment reports prepared re: building control and relevant development</li> </ul>                                                                                                                                                                                                 | 400-600                                         | 611                       |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                          |                                                 |                           |
| <ul style="list-style-type: none"> <li>• Developments are in compliance with laws, standard and codes e.g. CI Fire Prevention Code and section of Fire Brigade Law, Liquor Law, Cinema Graphic Law etc.</li> </ul>                                                                                                                      | 98-100%                                         | 98-100%                   |
| <ul style="list-style-type: none"> <li>• Inspection and drawings cover all methods required by relevant Laws, standards and codes of practice</li> </ul>                                                                                                                                                                                | 100%                                            | 100%                      |
| <ul style="list-style-type: none"> <li>• Inspection carried out by qualified personnel.</li> </ul>                                                                                                                                                                                                                                      | 100%                                            | 100%                      |
| <ul style="list-style-type: none"> <li>• Reports are comprehensive, relevant and accurate subject to peer review and signed off by qualified personnel</li> </ul>                                                                                                                                                                       | 100%                                            | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                       |                                                 |                           |
| <ul style="list-style-type: none"> <li>• Inspection within three days of notifications of completion</li> </ul>                                                                                                                                                                                                                         | 98-100%                                         | 98-100%                   |
| <ul style="list-style-type: none"> <li>• Annual inspection to meet deadlines for annual general meetings of CI Tourism Accommodation Board and Liquor License Board</li> </ul>                                                                                                                                                          | 98-100%                                         | 98-100%                   |
| <ul style="list-style-type: none"> <li>• Reports submitted with three days of completion</li> </ul>                                                                                                                                                                                                                                     | 98-100%                                         | 98-100%                   |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                         |                                                 |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                          | 100%                                            | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                             | <b>\$110,538</b>                                | <b>\$254,985</b>          |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                             |                                                 |                           |

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| <b>FRE 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Investigation of Fires</b> | <b>\$67,641</b>           |
| <b>Description</b><br>Fire investigation for vehicles and buildings that are involved in a fire. <ul style="list-style-type: none"> <li>• Determining cause and origin</li> <li>• Preparation of assessment reports</li> <li>• Attending as witness in courts of Law, when summons to arson cases</li> </ul>                                                                                                                                              |                               |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>2013/14<br/>Budget</b>     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of cause and origin investigated.</li> <li>• Number of assessment reports</li> <li>• Number of hours as witness</li> </ul>                                                                                                                                                                                                                                                                | 25-30<br>25-30<br>24          | 20<br>220<br>0            |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards</li> <li>• Reports identify key issues make recommendations for action related to the implementation of fire safety standards and codes based on CI Laws and Codes</li> <li>• Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented</li> </ul> | 100%<br>100%<br>100%          | 100%<br>100%<br>100%      |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Investigation completed within two days</li> <li>• Report completed with three day of incident if further investigation is not required</li> <li>• Witness attendance whenever courts summons</li> </ul>                                                                                                                                                                                       | 100%<br>98-99%<br>100%        | 100%<br>98-99%<br>100%    |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                          | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>\$67,641</b>               | <b>\$239,984</b>          |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                               |                               |                           |

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| <b>FRE 13</b>                                                                               | <b>Fire Safety Education and Training Programmes</b> | <b>\$279,208</b>          |
| <b>Description</b>                                                                          |                                                      |                           |
| Provide fire and life safety strategy programs by ensuring public education                 |                                                      |                           |
| <b>Measures</b>                                                                             | <b>2013/14<br/>Budget</b>                            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                             |                                                      |                           |
| • Number of educational demonstrations                                                      | 10-20                                                | 15                        |
| • Number of workshops                                                                       | 6-8                                                  | 9                         |
| • Number of media announcements                                                             | 1-2 daily                                            | 1-2 daily                 |
| • Number of publications per year                                                           | 1                                                    | 0                         |
| <b>Quality</b>                                                                              |                                                      |                           |
| Ensuring that material is:                                                                  |                                                      |                           |
| • Clear jargon-free language, concise and accurate                                          | 100%                                                 | 100%                      |
| • Vetted by professional in their individual areas of expertise and experience              | 100%                                                 | 100%                      |
| • Content is appropriate for various age groups and useful guidance on fire safety measures | 100%                                                 | 100%                      |
| • Extensive feedback from participants will rate course by formal survey                    | 80%                                                  | 80%                       |
| <b>Timeliness</b>                                                                           |                                                      |                           |
| • Material is available at request                                                          | 100%                                                 | 100%                      |
| • Workshops, demonstrations and publications as required                                    | 100%                                                 | 100%                      |
| <b>Location</b>                                                                             |                                                      |                           |
| Cayman Islands                                                                              | 100%                                                 | 100%                      |
| <b>Cost</b>                                                                                 | <b>\$279,208</b>                                     | <b>\$265,853</b>          |
| <b>Related Broad Outcome:</b>                                                               |                                                      |                           |
| 3. A More Secure Community                                                                  |                                                      |                           |

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| IMM 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Policy Advice on Immigration Matters                                                                                                                                         | \$277,751                 |
| <b>Description</b><br>To formulate and present policy advice and proposals to the Ministry of Home Affairs, Ministers and Cabinet on all aspects of immigration policy. Subject matter may include: <ul style="list-style-type: none"><li>Provision of statistics relating to work permits, permanent residence, visitors, visas, offences committed under the Immigration Law</li><li>Policy proposals relating to migration management, prohibited immigrants, deportees, implementation of new initiatives such as the Immigration Accreditation System, Work Permit Administrator System, asylum, Cuban migrants, pre-clearance by US Immigration/Customs authorities</li><li>Participation in the Cabinet appointed Review Team.</li></ul>                                                                                                                                                                      |                                                                                                                                                                              |                           |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of reports submitted<br><br><b>Quality</b> <ul style="list-style-type: none"><li>All policy advice, speeches, statements, drafting instructions, Cabinet papers will be will be prepared with due professional care and will define the nature and scope of the issues clearly</li><li>All reports will be properly researched and written in language appropriate to the subject matter</li><li>Statistical information will reflect the current status of work permits, the right to be Caymanian, permanent residence, business staffing plans, and other categories in a manner that will be comprehensive and accurate</li></ul><br><b>Timeliness</b><br>Provide in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester.<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                                                                                                                                    | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 15-30                                                                                                                                                                        | 16                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                                                                                                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                                                                                                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                                                                                                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 95-100%                                                                                                                                                                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                                                                                                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | \$277,751                                                                                                                                                                    | \$267,088                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community |                           |

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| <b>IMM 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Issuance of Visas</b>                                                                                                               | <b>\$171,355</b>                                                                                                             |
| <b>Description</b><br><br>Processing student and foreign national visas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                        |                                                                                                                              |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of student visas issued</li> <li>Number of visitors visas issued</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>All applications will be processed with due care, in accordance with established guidelines and with Section 64 and Section 83 of the Immigration Law (2012 Revision).</li> <li>Due-diligence and investigative methodologies are employed to ensure that sufficient and correct information is received from applicants.</li> <li>Applications are compiled in accordance with set standards and benchmarks to ensure that the pertinent information is on record to facilitate the decision making process of the Chief Immigration Officer.</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Applications processed within 10 business days of receipt, providing relevant information is submitted without errors or omissions.</li> </ul><br><b>Location</b><br>Grand Cayman | <b>2013/14<br/>Budget</b><br><br>300-400<br>3,000-5,000<br><br><br>99-100%<br><br>99-100%<br><br>99-100%<br><br>99-100%<br><br>90-100% | <b>2012/13<br/>Actual</b><br><br>233<br>5,664<br><br><br>99-100%<br><br>99-100%<br><br>99-100%<br><br>98-100%<br><br>90-100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$171,355</b>                                                                                                                       | <b>\$79,044</b>                                                                                                              |
| <b>Related Broad Outcome</b><br><br>1.A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                        |                                                                                                                              |

*Note: The total cost of supplying this output is \$750,755. However, the revenue of \$579,400 from other third parties reduces the cost to Cabinet to \$171,355.*

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| IMM 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Immigration Appeal Statements | \$111,240                                                                               |                           |
| <b>Description</b><br>Submit Appeal Statements to Immigration Appeals Tribunal upon request in response to appeals against decisions of the Work Permit Board, the Caymanian Status and Permanent Residency Board, the Business Staffing Plan Board, and to the Work Permit Board and Business staffing Plan Board in relation to decisions made by Immigration Officers (including appeals relating to Temporary Work Permits).                                                                                                                                                                                                                                      |                               |                                                                                         |                           |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of appeal statements produced<br><br><b>Quality</b> <ul style="list-style-type: none"><li>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.</li><li>Contain references to the relevant sections of the Immigration Law (2012 Revision) and the Immigration (Amendment) Regulations, 2010.</li></ul><br><b>Timeliness</b><br>Will be processed within 28 days of receipt of appeal statement request in accordance with the Immigration Law (2012 Revision).<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> |                               | <b>2013/14<br/>Budget</b>                                                               | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               | 600-1,000                                                                               | 300                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               | 100%                                                                                    | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               | 100%                                                                                    | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               | 85-100%                                                                                 | 85-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               | 100%                                                                                    | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               | <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                           |                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------|
| <b>IMM 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Detection and Prosecution of Immigration Offenders</b> | <b>\$1,405,496</b>        |
| <b>Description</b><br><p>The detection, investigation and prosecution of persons committing offences under the Immigration Law (2009 Revision). This includes:</p> <p>Conducting and creating a written record of interviews, collecting witness statements, collection and handling of evidence, site visits, planning internal and multi-agency operations, conducting investigations on behalf of the Board or in response to information received.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                           |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of case files created</li> <li>Number of administrative fines levied</li> <li>Number of reports to the Boards</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>All interviews will be conducted in compliance with the Judges' rules and the rules of natural justice</li> <li>All investigations will be conducted and managed with the highest degree of probity and professionalism</li> <li>Objective reports entailing detailed research and sound evidence will be presented to support conclusions reached.</li> <li>Visits will be conducted professionally and authorized by Senior Immigration Officers and above and as per operation orders.</li> <li>Files will contain all the relevant information required to assist with the determined action deemed appropriate (Prosecution, Administrative Fine, Warning letters or No further Action).</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Files to be acted on within 14 days of arrival in the Enforcement Section</li> <li>Reports will be submitted within seven days of the conclusion of the case.</li> <li>Case file submitted to Legal Department within 7-30 days of an arrest, which is taken to prosecution stage. (All files are subject to the statute of limitations - 6 months).</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                 | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 50-100                                                    | 78                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100-200                                                   | 231                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 50-150                                                    | 176                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                                                   | 96%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 96-100%                                                   | 96%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 96-100%                                                   | 96%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 96-100%                                                   | 96%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                                                   | 90%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                                                   | 90%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                                                   | 90%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$1,405,496</b>                                        | <b>\$1,421,374</b>        |
| <b>Related Broad Outcomes:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                           |                           |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------|
| <b>IMM 7</b>                                                                                                                                           | <b>Entry and Embarkation Control</b>    | <b>\$3,133,349</b>        |
| <b>Description</b><br><br>Provide an entry and embarkation control for all passengers/persons seeking permission to enter/depart the Cayman Islands.   |                                         |                           |
| <b>Measures</b>                                                                                                                                        | <b>2013/14<br/>Budget</b>               | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of passengers by air processed</li> <li>Number of cruise passengers processed</li> </ul> | 400,000-600,000<br>1,200,000 -1,500,000 | 494,658<br>1,461,936      |
| <b>Quality</b><br>All passengers will be processed in accordance with Immigration Laws and established guidelines                                      | 98-100%                                 | 98%                       |
| <b>Timeliness</b><br>Passengers from vessels and aircraft should be cleared within 45-60 minutes of arrival                                            | 95-100%                                 | 95%                       |
| <b>Location</b><br>Cayman Islands                                                                                                                      | 100%                                    | 100%                      |
| <b>Cost</b>                                                                                                                                            | <b>\$3,133,349</b>                      | <b>\$3,563,309</b>        |
| <b>Related Broad Outcomes:</b><br>3. A More Secure Community                                                                                           |                                         |                           |

*Note: The total cost of supplying this output is \$3,212,149. However, the revenue of \$78,800 from other third parties reduces the cost to Cabinet to \$3,133,349.*



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                      |                                 |
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| <b>IMM 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Work Permits</b>                                  | <b>\$1,503,283</b>              |
| <b>Description</b><br>Processing annual and temporary work permit application on behalf of the Chief Immigration Officer, the Work Permit Board, and the Business Staffing Plan Board involving:                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                                 |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2013/14<br/>Budget</b>                            | <b>2012/13<br/>Actual</b>       |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of temporary work permit applications processed</li> <li>Number of annual work permits processed</li> <li>Number of term limit exemption applications processed</li> <li>Number of economic zone employment certificates issued</li> </ul>                                                                                                                                                                                                                                                                                                                   | 10,000-15,000<br>10,000-15,000<br>400-600<br>100-200 | 12,452<br>10,321<br>1,581<br>72 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Compliance with Immigration Law (2012 Revision), Immigration Directives, Immigration (Amendment) Regulations, 2010 and established guidelines</li> <li>Files and agendas prepared with accuracy and completeness</li> <li>Temporary Work Permit files reviewed and signed off by the Chief Immigration Officer or his designate</li> <li>Annual Work Permits reviewed in accordance with the Immigration Laws and established policies and signed off by the Secretary to the Work Permit Board or Business Staff Plan Board or designate as appropriate.</li> </ul> | 100%<br>100%<br>100%<br>90-100%                      | 100%<br>98%<br>100%<br>100%     |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Processing time of a complete application from receipt to dissemination of decision will be 6–8 weeks for Annual Work Permits and 7-10 business days for Temporary Work Permits.</li> <li>Decision letter issued within 10 days of decision for Annual Work Permits, 1-3 days for Temporary work Permits.</li> </ul>                                                                                                                                                                                                                                              | 95-100%<br>95-100%                                   | 96%<br>85%                      |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                 | 100%                            |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$1,503,283</b>                                   | <b>\$1,864,852</b>              |
| <b>Related Broad Outcome:</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>2. A Work-Ready and Globally Competitive Workforce</li> <li>3. A More Secure Community</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                     |                                                      |                                 |

*Note: The total cost of supplying this output is \$4,372,456. However, the revenue of \$2,869,173 from third parties reduces the cost to Cabinet to \$1,503,283.*

|                                                                                                                                                                                                                                |                                                                                                                                                                                               |                |      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------|
| IMM 11                                                                                                                                                                                                                         | Business Staffing Plans                                                                                                                                                                       | \$373,906      |      |
| Description                                                                                                                                                                                                                    |                                                                                                                                                                                               |                |      |
| Processing Business Staffing plan Applications on behalf of the Business Staffing Plan Board                                                                                                                                   |                                                                                                                                                                                               |                |      |
| Measures                                                                                                                                                                                                                       | 2013/14 Budget                                                                                                                                                                                | 2012/13 Actual |      |
|                                                                                                                                                                                                                                | Quantity                                                                                                                                                                                      | 20-50          | 54   |
|                                                                                                                                                                                                                                | Number of Business Staffing Plan applications processed                                                                                                                                       |                |      |
|                                                                                                                                                                                                                                | Quality                                                                                                                                                                                       |                |      |
|                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>Compliance with Immigration Law (2012 Revision), Immigration Directives, Immigration (Amendment) Regulations, 2010, and established policies.</li></ul> | 100%           | 100% |
|                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>Files and Agendas prepared with due care, accuracy and completeness</li></ul>                                                                           | 95-100%        | 98%  |
|                                                                                                                                                                                                                                | <ul style="list-style-type: none"><li>Agendas reviewed and signed off by Secretary, Business Staffing Plan Board or designate</li></ul>                                                       | 100%           | 100% |
|                                                                                                                                                                                                                                | Timeliness                                                                                                                                                                                    |                |      |
| <ul style="list-style-type: none"><li>Completed applications for business staffing plans from receipt to scheduling of meeting with Board and issuance of business staffing plan authority will be within 60-90 days</li></ul> | 85-100%                                                                                                                                                                                       | 80%            |      |
| Location                                                                                                                                                                                                                       |                                                                                                                                                                                               |                |      |
| Grand Cayman                                                                                                                                                                                                                   | 100%                                                                                                                                                                                          | 100%           |      |
| Cost                                                                                                                                                                                                                           | \$373,906                                                                                                                                                                                     | \$159,279      |      |
| Related Broad Outcome:                                                                                                                                                                                                         |                                                                                                                                                                                               |                |      |
| 1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                         |                                                                                                                                                                                               |                |      |
| 2. A Work-Ready and Globally Competitive Workforce                                                                                                                                                                             |                                                                                                                                                                                               |                |      |
| 3. A More Secure Community                                                                                                                                                                                                     |                                                                                                                                                                                               |                |      |

*Note: The total cost of supplying this output is \$403,906. However, the revenue of \$30,000 from other third parties reduces the cost to Cabinet to \$373,906.*

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| <b>IMM 13</b>                                                                                                    | <b>Issuance of Marriage Licenses</b> | <b>\$55,817</b>           |
| <b>Description</b><br>Issuance of the Governor's Special Marriage Licenses to visitors                           |                                      |                           |
| <b>Measures</b>                                                                                                  | <b>2013/14<br/>Budget</b>            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of marriage licenses issued                                                            | 500-600                              | 512                       |
| <b>Quality</b><br>Licenses issued in accordance with the Marriage Law and established guidelines and procedures. | 100%                                 | 100%                      |
| <b>Timeliness</b><br>Licenses issued within 30 minutes of receipt of application                                 | 90-100%                              | 95%                       |
| <b>Location</b><br>Grand Cayman                                                                                  | 100%                                 | 100%                      |
| <b>Cost</b>                                                                                                      | <b>\$55,817</b>                      | <b>\$83,390</b>           |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                          |                                      |                           |

*Note: The total cost of supplying this output is \$82,067. However, the revenue of \$26,250 from other third parties reduces the cost to Cabinet to \$55,817.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                           |                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <b>IMM 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Freedom of Information</b>                                                                                                             | <b>\$79,781</b>                                                                                                                |
| <b>Description</b><br>Processing applications for information submitted under the Freedom of Information Law, 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                           |                                                                                                                                |
| <b>Measures</b><br><b>Quantity</b><br><br>Number of requests processed<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>Compliance with Section 7(4) of the Freedom of Information Law, 2007. The Freedom of Information (General) Regulations, 2008 and established guidelines and procedures</li> <li>Requests processed with due care and attention and in accordance with the FOI Law and the FOI Regulations, with particular attention as to whether information being sought is subject to an exemption under the Law</li> <li>Prepare cases for internal review or appeal to the Information Commissioner as required</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Acknowledgement letters issued within 10 calendar days of receiving request.</li> <li>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.</li> <li>Documents to be provided to applicant within 14 calendar days of making decision to release.</li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>100-200<br><br>100%<br>99-100%<br>99-100%<br><br>100%<br>100%<br>100%<br><br>100%<br><br><b>\$79,781</b> | <b>2012/13<br/>Actual</b><br><br>90<br><br>100%<br>100%<br>100%<br><br>100%<br>100%<br>100%<br><br>100%<br><br><b>\$75,207</b> |
| <b>Related Broad Outcome:</b><br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                           |                                                                                                                                |

*Note: The total cost of supplying this output is \$79,881. However, the revenue of \$100.00 from other third parties reduces the cost to Cabinet to \$79,781.*

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| IMM 16                                                                                     | Key Employee Applications                                                                                                          | \$12,915       |      |
| Description                                                                                |                                                                                                                                    |                |      |
| Processing Key Employee Applications by the Work Permit and Business Staffing Plan Boards. |                                                                                                                                    |                |      |
| Measures                                                                                   | 2013/14 Budget                                                                                                                     | 2012/13 Actual |      |
|                                                                                            | Quantity                                                                                                                           |                |      |
|                                                                                            | Number of applications processed                                                                                                   | 50             | 330  |
|                                                                                            | Quality                                                                                                                            |                |      |
|                                                                                            | • Compliance with Immigration Law (2010 Revision), Immigration (Amendment) Regulations, 2010, and established policies.            | 100%           | 100% |
|                                                                                            | • Files and Agendas prepared with due care, accuracy and completeness                                                              | 95-100%        | 95%  |
|                                                                                            | • Agendas reviewed and signed off by Secretary, Business Staffing Plan Board, and Secretary, Work Permit Board or their designates | 100%           | 100% |
|                                                                                            | Timeliness                                                                                                                         |                |      |
|                                                                                            | • Processing time from receipt of applications to dissemination of decision will be up to six weeks                                | 90-100%        | 85%  |
|                                                                                            | • Letters issued within 10-15 days of decision                                                                                     | 90-100%        | 85%  |
| Location                                                                                   | 100%                                                                                                                               | 100%           |      |
| Grand Cayman                                                                               |                                                                                                                                    |                |      |
| Cost                                                                                       | \$12,915                                                                                                                           | \$0            |      |
| Related Broad Outcome:                                                                     |                                                                                                                                    |                |      |
| 1. A Strong, Thriving and Increasingly Diverse Economy                                     |                                                                                                                                    |                |      |

*Note: The total cost of supplying this output is \$25,415. However, the revenue of \$12,500 from other third parties reduces the cost to Cabinet to \$12,915.*

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| <b>IMM 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Working by Operation of Law/Permission to Reside and Continue Working</b> | <b>\$67,982</b>       |
| <b>Description</b><br>Processing of Working by Operation Law applications and applications for Permission to Reside and Continue Working on the basis of having applied for Permanent Residence by the Chief Immigration Officer or her designate                                                                                                                                                                                                                                                                                                                                                                    |                                                                              |                       |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of applications processed<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>Compliance with Immigration Law (2013 Revision), Immigration Regulations (2010 Revision), and established policies.</li> <li>Properly completed application forms are verified against IMSS with due care, accuracy and completeness</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Processing time from receipt of applications to dissemination of decision will be the same day.</li> </ul><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                                        | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1,500-2,000                                                                  | 1,230                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 95-100%                                                                      | 95%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 90-100%                                                                      | 85%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$67,982</b>                                                              | <b>\$0</b>            |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                              |                       |

*Note: The total cost of supplying this output is \$242,182. However, the revenue of \$174,200 from other third parties reduces the cost to Cabinet to \$67,982.*

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| <b>MHA 1</b>                                                                                                                                                                 | <b>Policy Advice to Minister</b> | <b>\$1,893,883</b>        |
| <b>Description</b><br>Policy advice to Minister on policing, immigration, public administration and other matters                                                            |                                  |                           |
| <b>Measures</b>                                                                                                                                                              | <b>2013/14<br/>Budget</b>        | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of hours spent on providing policy advice                                                                                                          | 6,000-7,000                      | N/A                       |
| <b>Quality</b><br>All personnel providing policy advice is qualified in his/her area of expertise                                                                            | 100%                             | N/A                       |
| <b>Timeliness</b><br>All advice is provided within timeframe set by the Minister                                                                                             | 100%                             | N/A                       |
| <b>Location</b><br>Grand Cayman                                                                                                                                              | 100%                             | N/A                       |
| <b>Cost</b>                                                                                                                                                                  | <b>\$1,893,883</b>               | <b>\$0</b>                |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community |                                  |                           |

*Note: This is a new output in the 2013/14 Budget.*

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| <b>NEM 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>National Disaster Preparedness</b> | <b>\$243,851</b>      |
| <b>Description</b><br>Maintain a state of maximum preparedness through the provision of necessary resources and ensure the existence of hazard management plans from community to national level, and for all sectors. Coordinate and monitor the implementation of the national disaster risk management program.<br>Through: <ul style="list-style-type: none"> <li>• Public Awareness</li> <li>• Training</li> <li>• Development and Maintenance of Disaster Plans.</li> </ul>                                                                              |                                       |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2013/14 Budget</b>                 | <b>2012/13 Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of hours providing disaster preparedness. 4,500-5,000 4,000</li> <li>• Number of hours to develop and coordinate community response through Community Emergency Response Teams. 250-300 300</li> <li>• Number of meetings of the National Hazard Management Council 10-30 10</li> </ul>                                                                                                                                                                                                        |                                       |                       |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors. Public awareness programmes relate to hazards. 90-100% 90-100%</li> <li>• Increased community resilience through community based preparedness and response. 100% 100%</li> </ul>                                                                                                                                                                                                         |                                       |                       |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• National disaster activities performed in accordance with the timescales agreed with the National Hazard Management Council and the Deputy Governor. 95-100% 95-100%</li> <li>• Develop local capacity through training and development of community hazard management teams and NGO network within agreed timelines. 100% 100%</li> <li>• Meetings convened within 1/2 hour and concluded within 1 ½ hour of issue of weather reports by U.S. National Hurricane Centre 95-100% 95-100%</li> </ul> |                                       |                       |
| <b>Location</b><br>Cayman Islands 100% 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                       |                       |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$243,851</b>                      | <b>\$161,614</b>      |



**Related Broad Outcome**

5. Modern, Smart Infrastructure

| NEM 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Policy Advice and Ministerial Servicing       | \$165,944                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------|
| <b>Description</b><br>Provide policy advice to the Ministers, Deputy Governor, Chief Officers, Government Departments and others on matters relating to national hazard management and disaster preparedness. Provision of technical advice to the Ministry and Government agencies and the private sector on telecommunication matters.                                                                                                                                                                                         |                                               |                                    |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2013/14 Budget                                | 2012/13 Actual                     |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Hours of provision of Advice on Hazard Management</li> <li>Hours of provision of Advice on telecommunication</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>All personnel providing policy advice is qualified in his/her area of expertise</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Response to request for advice answered within the timeframe as agreed at time of request.</li> </ul> <b>Location</b><br>Cayman Islands | 500-650<br>260-300<br>100%<br>90-100%<br>100% | 450<br>N/A<br>100%<br>100%<br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$165,944</b>                              | <b>\$29,625</b>                    |
| <b>Related Broad Outcome</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                               |                                    |

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                    |                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <b>NEM 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Hazard Mitigation</b>                                                                                           | <b>\$154,449</b>                                                                                    |
| <b>Description</b><br>A cooperative proactive partnership of the public, private sectors to build a culture of safety and resilience, to encourage and facilitate implementation of mitigation measures and minimize the consequences of natural and other disasters.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                    |                                                                                                     |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours of risk assessments, including socio-economic impacts, used to ensure public safety and to contribute to sustainable national development for all hazards.</li> <li>Number of hours to ensure periodic review and update and application of codes and standards to meet emerging or changing threats.</li> <li>Number of days to provide seismic monitoring for the Cayman Islands of any natural seismic events.</li> <li>Number of hours to Develop the National Mitigation Policy</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Track performance in mitigation/risk reduction by using proven measures.</li> <li>Maintain seismic monitoring stations will also be part of a Caribbean wide network to allow greater accuracy in pinpointing area of seismic disturbance.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Risk assessment and development of risk maps and policy within the time frame agreed with the National Hazard Management Council and Deputy Governor.</li> <li>Seismic monitoring 365 days per year.</li> </ul> <b>Location</b><br>Cayman Islands | <b>2013/14 Budget</b><br>600-800<br>100-150<br>365<br>250-300<br><br>80-90%<br>100%<br><br>95-100%<br>100%<br>100% | <b>2012/13 Actual</b><br>100<br>100<br>365<br>50<br><br>100%<br>100%<br><br>95-100%<br>100%<br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$154,449</b>                                                                                                   | <b>\$191,801</b>                                                                                    |
| <b>Related Broad Outcome</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                    |                                                                                                     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                       |
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| <b>NEM 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>National Disaster Response</b> | <b>\$299,165</b>      |
| <b>Description</b><br>Provide the tools and support needed to ensure National Response readiness in the event of any national disaster. The provision of assistance during or immediately after a disaster for the preservation of life and the provision of basic essential supply and services for those people affected. The deployment of telecommunications equipment and personnel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                   |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours providing National Emergency Operation Center management and coordination.</li> <li>Number of hours to plan and conduct Annual Hurricane exercise and other Disaster exercise</li> <li>Number of hours to manage and coordinate relief assistance to the affected population.</li> <li>Number of hours to ensure readiness of electronic incident management systems and emergency telecommunications.</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Ensure existence of coordinating focal point for multi-hazard responses</li> <li>Improved coordination and communication between response agencies</li> <li>Relief operations meet or exceed stated standards of basic essential supply and services for those people affected.</li> <li>Emergency telecommunications and electronic incident management systems available on standby.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>National Emergency Operation Center activation depends on the occurrence of a National Incident.</li> <li>Annual National Exercise prior to 1 June each year.</li> <li>Disaster relief can be of an immediate, short-term, or protracted duration</li> <li>Available 24 hours 365 days per year.</li> </ul> <b>Location</b><br>Cayman Islands | <b>2013/14 Budget</b>             | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3,000-4,000                       | 900                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 250-300                           | 100                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 250-300                           | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 500-600                           | 600                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                              | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 80-90%                            | 90-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 80-100%                           | 80-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                              | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                              | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                              | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                              | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                              | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                              | 100%                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                   | <b>\$299,165</b>      |
| <b>Related Broad Outcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                   | <b>\$66,811</b>       |
| 5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                       |

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| <b>NEM 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Emergency Shelters Management and Preparedness Activities</b> | <b>\$163,307</b>      |
| <b>Description</b><br>Provide Shelter Management Activities and ensure availability of shelters during and after a disaster. Maintain Emergency Generators and other essential facilities for shelter operations.                                                                                                                                                                                                                                                                         |                                                                  |                       |
| <b>Measures</b><br><br><b>Quantity</b><br><br><ul style="list-style-type: none"> <li>Number of Emergency Shelters managed</li> <li>Capacity to provide shelter occupancy</li> <li>Maintain and Fuel Shelter Generators</li> <li>Maintain Shelter Cisterns and provide adequate water supply</li> </ul><br><b>Quality</b><br>All National Disaster Plan requirements are complied with in agreement with the National Hazard Management Council and shelters are available for activation. | <b>2013/14 Budget</b>                                            | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                  |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 21                                                               | 21                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3,000-4,000                                                      | 3,000-4,000           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 21                                                               | 10                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 21                                                               | 21                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                  |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 95-100%                                                          | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                  |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                  |                       |
| <b>Timeliness</b><br><br><ul style="list-style-type: none"> <li>All Emergency Shelter capacity is available in the event of a Tropical Cyclone or other Disaster occurring</li> <li>Shelter remain open until alternative accommodation is found for displaced people</li> <li>All shelter generators are maintained and fueled for operation</li> <li>Adequate food and water supply is available at shelters</li> </ul>                                                                 | 100%                                                             | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 95-100%                                                          | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 95-100%                                                          | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                             | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                  |                       |
| <b>Location</b><br><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                                             | 100%                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>\$163,307</b>                                                 | <b>\$153,193</b>      |
| <b>Related Broad Outcome</b><br><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                  |                       |

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| <b>NEM 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Technical Services for Telecommunication System</b> | <b>\$244,921</b>      |
| <b>Description</b><br>Provision of technical services required for the planning, operating and maintaining of the telecommunication system infrastructure: Switching, Radio, Paging and ancillaries equipment that support the Government Agencies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                        |                       |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of radios using system infrastructure<br><br><b>Quality</b><br>System infrastructure is continuously monitored for availability and reliability (overall network availability)<br><br><b>Timeliness</b><br>Response Times: <ul style="list-style-type: none"> <li>For Critical System(911 System; Paging Systems; fire department) <ul style="list-style-type: none"> <li>During normal working hours: 15 minutes</li> <li>Outside of normal working hours: 45 minutes</li> </ul> </li> <li>Other Systems <ul style="list-style-type: none"> <li>Grand Cayman: within 1 Hour</li> <li>Cayman Brac and Little Cayman: Next available flight</li> </ul> </li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                  | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1,400-1,600                                            | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-99%                                                 | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-99%                                                 | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 90-95%                                                 | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 90-95%                                                 | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                   | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$244,921</b>                                       | <b>\$0</b>            |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                        |                       |

*Note: This is a new output in the 2013/14 Budget.*

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| <b>POL 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Investigate Reported and Detected Crime</b> | <b>\$10,960,968</b>       |
| <b>Description</b> <ul style="list-style-type: none"> <li>Investigations conducted by Anti-Corruption Unit, Cold Case Review, Criminal Investigations Department (CID), Drugs and Serious Crimes Task Force (DSCTF), Family Support Unit (FSU), Financial Crimes Unit (FCU), Joint Intelligence Unit. Also includes support services provided to the departments such as Crime Desk, Exhibits, Scenes of Crime etc.</li> </ul> |                                                |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of hours of investigations                                                                                                                                                                                                                                                                                                                                                                           | 240,000 -250,283                               | 250,283                   |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Increase overall detection rate by 2.5%</li> <li>Improve the level of customer satisfaction with crime investigation (measured through citizen survey)</li> </ul>                                                                                                                                                                                                        | 80-90%<br>90-100%                              | 75%<br>N/A                |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Investigate on a prioritized basis, but within 48 hours of formal reporting of crime</li> <li>Provide all victims of crime with an update of investigations within seven working days of the report being received</li> </ul>                                                                                                                                         | 80-85%<br>50-55%                               | 80%<br>40%                |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$10,960,968</b>                            | <b>\$12,035,995</b>       |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                    |                                                |                           |

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

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| <b>POL 7</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Security Services</b> | <b>\$1,284,887</b>                                                                                                        |
| <b>Description</b><br>Provide security services to persons or events warranting police security including: <ul style="list-style-type: none"> <li>• Personal Protection / Premises Security for persons requiring Police protection</li> <li>• Security services for Law Courts</li> <li>• Security for money transfer for Cayman Islands Monetary Authority</li> </ul>                                                                                                                                                                    |                          |                                                                                                                           |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of security hours provided<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>• Reduce the number of substantiated complaints lodged against officers by 5%</li> <li>• Ensure that minimum of 60% of custody personnel are trained and compliant with HR obligations and 2010 Police law</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Security provided when requested and as required</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                          | <b>2013/14<br/>Budget</b><br><br>33,000-38,000<br><br>90%<br><br>100%<br><br>80-90%<br><br>100%<br><br><b>\$1,284,887</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                          | <b>2012/13<br/>Actual</b><br><br>35,135<br><br>N/A<br><br>N/A<br><br>100%<br><br>100%<br><br><b>\$1,402,944</b>           |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                          |                                                                                                                           |

*Note: 2012/13 Actual not comparable to 2013/14 Budget as measures were revised.*

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| <b>POL 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Policy Advice on Policing and Security Matters</b> | <b>\$69,320</b>           |
| <b>Description</b><br>Provide policy and security advice to His Excellency the Governor, Deputy Governor, Cabinet, National Security Council and the Anti-Corruption Commission as well as non-Government entities.                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                       |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of oral briefings, policy advice papers and reports</li> <li>Number of statistical reports provided</li> </ul> <b>Quality</b><br>Provide accurate and concise information inclusive of qualitative and quantitative data to support findings and recommendations. <b>Timeliness</b> <ul style="list-style-type: none"> <li>Oral briefings: Fortnightly</li> <li>Reports: Fortnightly</li> <li>Policy papers: ongoing throughout the period</li> <li>Crime stats to be published quarterly</li> </ul> <b>Location</b><br>Cayman Islands <b>Cost</b> | <b>2013/14<br/>Budget</b>                             | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 20-24                                                 | 24                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 54-56                                                 | 56                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                  | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 90%                                                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$69,320</b>                                       | <b>\$30,783</b>           |
| <b>Related Broad Outcome</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                       |                           |

*Note: 2012/13 Actual not comparable to 2013/14 Budget as measures were revised.*



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| <b>POL 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Firearms Vetting and Licensing</b> | <b>\$137,212</b>                                                                                                                              |
| <b>Description</b> <ul style="list-style-type: none"> <li>Vetting of firearm applications (new licenses, renewals and transfers) and the inspection of premises for secure storage of firearms by applicants.</li> <li>Issuance of import/export permits for firearms and ammunition.</li> </ul>                                                                                                                                                                                                                                                                                                                                                 |                                       |                                                                                                                                               |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of applications vetted</li> <li>Hours spent engaged in firearms licensing activity</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Licenses issued only to persons who have met conditions outlined in Firearms Law relative to criminal convictions</li> <li>All premises certified as safe and secure prior to issuing of license</li> <li>License issues stats to be published annually</li> </ul><br><b>Timeliness</b><br>Applications vetted within 90 days of receipt<br><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                                       | <b>2013/14<br/>Budget</b><br><br>171-189<br>1,693-1,871<br><br>100%<br>100%<br>100%<br><br>60-75%<br><br>100%<br><br><br><br><b>\$137,212</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       | <b>2012/13<br/>Actual</b><br><br>213<br>1,782<br><br>100%<br>100%<br>N/A<br><br>N/A<br><br>100%<br><br><br><br><b>\$154,720</b>               |
| <b>Related Broad Outcome:</b><br><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       |                                                                                                                                               |

*Note: 2012/13 Actual not comparable to 2013/14 Budget as measures were revised.*

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| <b>POL 13</b>                                                                                                                                                                                                                                                                                                                                                              | <b>Police Services</b>                              | <b>\$16,828,700</b>         |
| <b>Description</b> <ul style="list-style-type: none"> <li>Provision of uniform patrol and incident response within island districts on a 24/7 basis</li> <li>Community crime prevention initiatives through the organization of community groups, education prevention programs and crime prevention advice to victims of crime throughout the island districts</li> </ul> |                                                     |                             |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                            | <b>2013/14 Budget</b>                               | <b>2012/13 Actual</b>       |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of calls for service responded to</li> <li>Number hours spent on patrol / incident response</li> <li>Number of hours spent at community meetings / school programs and providing victims with crime prevention advice</li> </ul>                                                                             | 34,000-38,000<br>260,500-266,487<br>60,000 - 63,944 | 35,475<br>266,487<br>63,944 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Reduce number of road fatalities compared to previous year</li> <li>Customer satisfaction to the provision and effectiveness of police patrols provided (measured by annual customer surveys)</li> </ul>                                                                                                             | 90-100%<br>55-60%                                   | N/A<br>N/A                  |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Provide an emergency response time of 10 minutes in urban and 20 minutes in rural areas</li> <li>Percentage of incidents responded to within prescribed response periods.</li> </ul>                                                                                                                              | 80-100%<br>80-90%                                   | N/A<br>N/A                  |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                          | 100%                                                | 100%                        |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                | <b>\$16,828,700</b>                                 | <b>\$17,135,645</b>         |
| <b>Related Broad Outcome</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                 |                                                     |                             |

*Note: 2012/13 Actual not comparable to 2013/14 Budget as measures were revised.*

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| <b>POL 14</b>                                                                                                                                                                                                                                                                                                           | <b>Maritime Patrols</b>           | <b>\$2,074,223</b>        |
| <b>Description</b> <ul style="list-style-type: none"><li>• Patrolling of the territorial waters of the Cayman Islands</li><li>• Providing search and rescue capability as and when required within 100 square miles of the Cayman Islands.</li></ul>                                                                    |                                   |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                         | <b>2013/14<br/>Budget</b>         | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of patrolling hours for marine unit including training</li><li>• Number of search and rescue operations conducted</li><li>•</li></ul>                                                                                                                    | 900-1,108<br>75                   | 1,108<br>79               |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Increase number of days that All vessels are available for maritime patrol.</li><li>• Increase number of deployments dedicated to proactive maritime patrols by 10%</li><li>• Increase percentage of Staff holding maritime accredited training by 10%</li></ul> | 70-100%<br><br>70-85%<br><br>100% | 25%<br><br>N/A<br><br>52% |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• If team on duty. Minimum of 30 minutes to deploy from time call for service is received</li><li>• If team is off duty. Minimum of 90 minutes to deploy from time call for service is received</li></ul>                                                       | 75-80%<br><br>65-70%              | N/A<br><br>N/A            |
| <b>Location</b><br>Within 100 square miles of the Cayman Islands.                                                                                                                                                                                                                                                       | 100%                              | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                             | <b>\$2,074,223</b>                | <b>\$1,864,514</b>        |
| <b>Related Broad Outcome:</b><br><br>3. A More Secure Community                                                                                                                                                                                                                                                         |                                   |                           |

*Note: 2012/13 Actual not comparable to 2013/14 Budget as measures were revised.*

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| POL 15                                                                                                                                                                                                                                       | Aerial Patrols                 | \$1,864,769          |
| Description                                                                                                                                                                                                                                  |                                |                      |
| <ul style="list-style-type: none"><li>Aerial patrolling of the territorial jurisdiction of the Cayman Islands</li><li>Provide Tactical support to land and sea police operations</li><li>Use as a Medevac capability when required</li></ul> |                                |                      |
| Measures                                                                                                                                                                                                                                     | 2013/14 Budget                 | 2012/13 Actual       |
| Quantity                                                                                                                                                                                                                                     |                                |                      |
| <ul style="list-style-type: none"><li>Number of aerial patrol hours</li><li>Number of tactical operational deployments</li><li>Number of search and rescue operations conducted</li><li>Number of deployments in Medevac rolex</li></ul>     | 365-377<br>80-99<br>30-40<br>4 | 377<br>94<br>38<br>3 |
| Quality                                                                                                                                                                                                                                      |                                |                      |
| <ul style="list-style-type: none"><li>Increase participation in number of proactive operations conducted by 5%</li><li>Percentage of Staff trained has Paramedic standard</li></ul>                                                          | 90-100%<br>100%                | N/A<br>100%          |
| Timeliness                                                                                                                                                                                                                                   |                                |                      |
| <ul style="list-style-type: none"><li>If team on duty. Minimum of 10 minutes to deploy from time call for service is received</li><li>If team is off duty. Minimum of 45 minutes to deploy from time call for service is received</li></ul>  | 85-90%<br>65-70%               | N/A<br>N/A           |
| Location                                                                                                                                                                                                                                     |                                |                      |
| Within 100 square miles of the Cayman Islands                                                                                                                                                                                                | 100%                           | 100%                 |
| Cost                                                                                                                                                                                                                                         | \$1,864,769                    | \$1,814,980          |
| Related Broad Outcome:                                                                                                                                                                                                                       |                                |                      |
| 3. A More Secure Community                                                                                                                                                                                                                   |                                |                      |

*Note: 2012/13 Actual not comparable to 2013/14 Budget as measures were revised.*

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| POL 16                                                                                                                                                                                                                                                                                                         | Police Criminal Justice Services                                     | \$861,548                               |
| <b>Description</b> <ul style="list-style-type: none"><li>Serving and executing all summons and warrants from the courts</li><li>Management of all case files allocated to the Uniform Branch for onward submission to court.</li></ul>                                                                         |                                                                      |                                         |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                                            | <b>2012/13<br/>Actual</b>               |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of summons served</li><li>Number of warrants executed</li><li>Number case files reviewed</li><li>Number of detections recorded</li><li>Number of charges referred against accused persons</li></ul>                                               | 6,000-6,454<br>560-604<br>9,000-10,000<br>1,000-1,394<br>2,300-2,687 | 6,454<br>604<br>9,820<br>1,328<br>2,559 |
| <b>Quality</b> <ul style="list-style-type: none"><li>Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant</li><li>Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures</li></ul> | 99-100%<br>100%                                                      | 99-100%<br>100%                         |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Summons and Warrants to be served or executed within 60 days</li><li>Prosecutions within six months of coming to police notice</li><li>Accused persons processed within appropriate legal time guidelines</li></ul>                                    | 80-90%<br>90-100%<br>90-100%                                         | 60%<br>85%<br>80%                       |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                              | 100%                                                                 | 100%                                    |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                    | <b>\$861,548</b>                                                     | <b>\$790,801</b>                        |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                    |                                                                      |                                         |

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| <b>POL 19</b>                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Private Security Licensing Services</b>                                                                          | <b>\$127,696</b>                                                                                         |
| <b>Description</b><br>Receipt, processing and vetting of applications for licensing of Security Companies and Guards                                                                                                                                                                                                                                                                                                                  |                                                                                                                     |                                                                                                          |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of security guards/ security technicians licenses issued</li> <li>Number of security companies licenses issued</li> </ul> <b>Quality</b><br>Licenses only issued to persons with no criminal convictions<br><br><b>Timeliness</b><br>Applications vetted within one month of receipt<br><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>500-616<br><br>25-30<br><br>100%<br><br>60-65%<br><br>100%<br><br><b>\$127,696</b> | <b>2012/13<br/>Actual</b><br><br>616<br><br>30<br><br>90%<br><br>60%<br><br>100%<br><br><b>\$141,734</b> |
| <b>Related Broad Outcome</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                     |                                                                                                          |

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| <b>PRI 13</b>                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Custodial Services</b>                                                                                                                                      | <b>\$4,639,933</b>                                                                                                                            |
| <b>Description</b><br>To provide 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.                                                                                                                                                                          |                                                                                                                                                                |                                                                                                                                               |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of prisoners held in secure custody – average per day</li> <li>Number of prisoners received and discharged</li> <li>Number of prisoner escorts to courts and other environments</li> </ul><br><b>Quality</b><br>Staff supervising custodial services do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prison Inspection Board | <b>2013/14 Budget</b><br><br>185-220<br><br>540-720<br>2,160-2,400<br><br><br>100%<br><br><br><br>95-100%<br><br>95-100%<br><br>100%<br><br><b>\$4,639,933</b> | <b>2012/13 Actual</b><br><br>191<br><br>622<br>2,285<br><br><br>100%<br><br><br><br>100%<br><br>95-100%<br><br>100%<br><br><b>\$5,572,422</b> |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                |                                                                                                                                               |

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| <b>PRI 14</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Prison Order</b>   | <b>\$2,639,827</b>    |
| <b>Description</b><br>To 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                       |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Provision of safe and orderly supervision of prisoners (average per day)</li> <li>Number of prisoner adjudications heard</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Maintenance of good order is in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspection Board</li> <li>Complaint and disciplinary actions are conducted through the appropriate review stages and approved by authorized senior officials</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Order maintained 24 hours, seven days per week</li> <li>Complaints and adjudications are dealt within the specified timeframe</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b> | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 185-220               | 191                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 300-360               | 467                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>\$2,639,827</b>    | <b>\$2,329,972</b>    |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |                       |



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| <b>PRI 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Prisoner Care</b>  | <b>\$2,861,023</b>    |
| <b>Description</b><br>To provide prisoners with healthcare, food, clothing, bedding and the facilities and resources to maintain personal hygiene.                                                                                                                                                                                                                                                                                                                                                                                                                                        |                       |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of meals provided (three meals per day per prisoner)</li> <li>Number of medical treatments and examinations in prison and external</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Percentage of prisoners served meals without upheld complaints</li> <li>Care of prisoners in line with UN rules for the treatment of prisoners</li> </ul><br><b>Timeliness</b><br>All activities are provided within specific times<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b> | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 202,575-240,900       | 208,980               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1,800-2,040           | 1,519                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 98-100%               | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                  | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>\$2,861,023</b>    | <b>\$2,694,229</b>    |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |                       |



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| <b>UKO 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Policy Advice and Ministerial Servicing</b> | <b>\$232,598</b>          |
| <b>Description</b><br>Provision of advice and information on events, policies and developments in the United Kingdom (UK) and Europe based on Press and Media Reports, Parliamentary Reports, European Union Reports, Trade Reviews, Financial Publications, Statistical Data etc.                                                                                                                                                                                                                                                                                     |                                                |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of reports or briefing papers produced</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Advice provided by qualified personnel</li> <li>Reports supported by credible sources</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Advice on events and policies in the UK and Europe provided within three working days following the identification of relevant issue</li> </ul> <b>Location</b><br>United Kingdom and Europe<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                      | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 15-25                                          | 20                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 95-100%                                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                           | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 98-100%                                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                           | 100%                      |
| <b>Related Broad Outcomes</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                |                           |

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| <b>UKO 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Guidance and Information to Foreign Stakeholders and Other Business/Economic Development Activities</b> | <b>\$119,349</b>             |
| <b>Description</b><br><br><b>Information:</b> Provision of written and verbal information on the Cayman Islands to companies, organizations, and the public in the United Kingdom (UK) and Europe. This includes periodic updating of information on the Cayman Islands in UK and European publications and providing current advisory information, documents/reports, and publications from Cayman Islands Government departments and Financial Services industry to key stakeholders.<br><b>Business Development:</b> In conjunction with other Ministries and departments, participate in determining frameworks and action plans for the development of new niche markets; identify and attend conferences/seminars; recognize opportunities for CIG events to promote the jurisdiction. |                                                                                                            |                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>2013/14<br/>Budget</b>                                                                                  | <b>2012/13<br/>Actual</b>    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours providing information and business development activities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 300-400                                                                                                    | 348                          |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Information provided by qualified personnel</li> <li>Professional presenters and lecturers</li> <li>Appropriate settings and facilities</li> <li>Information is accurate and up to date</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 90-100%<br>95-100%<br>90-100%<br>90-100%                                                                   | 100%<br>100%<br>100%<br>100% |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Information provided within two working days</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 98-100%                                                                                                    | 100%                         |
| <b>Location</b><br>London Office and various external venues                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                                                                       | 100%                         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$119,349</b>                                                                                           | <b>\$124,763</b>             |
| <b>Related Broad Outcome</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                            |                              |

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| <b>UKO 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Consular Services</b> | <b>\$152,480</b>                                                                                  |
| <b>Description</b><br>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.                                                                                                                                                               |                          |                                                                                                   |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of persons assisted</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Assistance provided by officer experienced in dealing with the UK public and private sector agencies</li> <li>Assistance provided by officer experienced and knowledgeable in CIG rules and regulations, including Immigration laws</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>All assistance provided within two working days of request</li> </ul> <b>Location</b><br>United Kingdom and Europe |                          | <b>2013/14<br/>Budget</b><br><br>200-250<br><br>90-100%<br><br>95-100%<br><br>95-100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                          | <b>\$152,480</b>                                                                                  |
| <b>2012/13<br/>Actual</b><br><br>240<br><br>100%<br><br>100%<br><br>100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                          |                                                                                                   |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                          |                                                                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                            |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---------------------------|
| <b>UKO 13</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Representational Duties and International Relations</b> | <b>\$158,944</b>          |
| <b>Description</b><br>Liaise with Her Majesty's Government and International Organizations: <ul style="list-style-type: none"> <li>• Participating in and arranging meetings, conferences, functions and official visits</li> <li>• Entertainment of official guests</li> <li>• Attendance at ceremonial and official functions</li> <li>• Administration and support for the All Party Parliamentary Group (APPG) for the Cayman Islands</li> <li>• Participation in the United Kingdom Overseas Territory Association (UKOTA)</li> <li>• Participation in Commonwealth Organizations</li> <li>• Participation in the EU Overseas Countries and Territories Association (OCTA)</li> </ul> |                                                            |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2013/14<br/>Budget</b>                                  | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of events, meetings, conferences or official functions attended</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 60-100                                                     | 75                        |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Meetings, conferences and official functions attended by a qualified officer</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                                                    | 100%                      |
| <b>Timeliness</b><br>Meetings, conferences and official functions attended as necessary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 90-100%                                                    | 100%                      |
| <b>Location</b><br>United Kingdom and Europe                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                                       | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$158,944</b>                                           | <b>\$242,775</b>          |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                            |                           |

## 6. PAYMENT ARRANGEMENTS

Cabinet will pay the Ministry of Home and Community Affairs (Home Affairs) for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of Home and Community Affairs (Home Affairs). The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>CSD 42<br/>\$</b> | <b>DCR 9<br/>\$</b> | <b>DCR 10<br/>\$</b> | <b>DCR 11<br/>\$</b> | <b>DCR 12<br/>\$</b> | <b>DCR 16<br/>\$</b> | <b>EMC 1<br/>\$</b> | <b>EMC 2<br/>\$</b> |
|--------------|----------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------------|---------------------|
| July         | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| August       | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| September    | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| October      | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| November     | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| December     | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| January      | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| February     | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| March        | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| April        | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| May          | 558,459              | 58,104              | 40,781               | 19,654               | 34,550               | 46,053               | 147,951             | 130,884             |
| June         | 558,455              | 58,107              | 40,781               | 19,653               | 34,551               | 46,051               | 147,949             | 130,883             |
| <b>TOTAL</b> | <b>6,701,504</b>     | <b>697,251</b>      | <b>489,372</b>       | <b>235,847</b>       | <b>414,601</b>       | <b>552,634</b>       | <b>1,775,410</b>    | <b>1,570,607</b>    |

| <b>MONTH</b> | <b>FRE 9<br/>\$</b> | <b>FRE 10<br/>\$</b> | <b>FRE 11<br/>\$</b> | <b>FRE 12<br/>\$</b> | <b>FRE 13<br/>\$</b> | <b>IMM 1<br/>\$</b> | <b>IMM 2<br/>\$</b> | <b>IMM 5<br/>\$</b> |
|--------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------------|---------------------|---------------------|
| July         | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| August       | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| September    | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| October      | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| November     | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| December     | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| January      | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| February     | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| March        | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| April        | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| May          | 484,228             | 368,950              | 9,212                | 5,637                | 23,267               | 23,146              | 14,280              | 9,270               |
| June         | 484,232             | 368,949              | 9,206                | 5,634                | 23,271               | 23,145              | 14,275              | 9,270               |
| <b>TOTAL</b> | <b>5,810,740</b>    | <b>4,427,399</b>     | <b>110,538</b>       | <b>67,641</b>        | <b>279,208</b>       | <b>277,751</b>      | <b>171,355</b>      | <b>111,240</b>      |



| MONTH        | IMM 6<br>\$      | IMM 7<br>\$      | IMM 8<br>\$      | IMM 11<br>\$   | IMM 13<br>\$  | IMM 15<br>\$  | IMM 16<br>\$  | IMM 17<br>\$  |
|--------------|------------------|------------------|------------------|----------------|---------------|---------------|---------------|---------------|
| July         | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| August       | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| September    | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| October      | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| November     | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| December     | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| January      | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| February     | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| March        | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| April        | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| May          | 117,125          | 261,112          | 125,274          | 31,159         | 4,651         | 6,648         | 1,076         | 5,665         |
| June         | 117,121          | 261,117          | 125,269          | 31,157         | 4,656         | 6,653         | 1,079         | 5,667         |
| <b>TOTAL</b> | <b>1,405,496</b> | <b>3,133,349</b> | <b>1,503,283</b> | <b>373,906</b> | <b>55,817</b> | <b>79,781</b> | <b>12,915</b> | <b>67,982</b> |

| MONTH        | MHA 1<br>\$      | NEM 1<br>\$    | NEM 2<br>\$    | NEM 3<br>\$    | NEM 4<br>\$    | NEM 6<br>\$    | NEM 8<br>\$    | POL 6<br>\$       |
|--------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|
| July         | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| August       | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| September    | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| October      | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| November     | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| December     | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| January      | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| February     | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| March        | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| April        | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| May          | 157,824          | 20,321         | 13,829         | 12,871         | 24,930         | 13,609         | 20,410         | 913,414           |
| June         | 157,819          | 20,320         | 13,825         | 12,868         | 24,935         | 13,608         | 20,411         | 913,414           |
| <b>TOTAL</b> | <b>1,893,883</b> | <b>243,851</b> | <b>165,944</b> | <b>154,449</b> | <b>299,165</b> | <b>163,307</b> | <b>244,921</b> | <b>10,960,968</b> |

| MONTH        | POL 7<br>\$      | POL 8<br>\$   | POL 9<br>\$    | POL 13<br>\$      | POL 14<br>\$     | POL 15<br>\$     | POL 16<br>\$   | POL 19<br>\$   |
|--------------|------------------|---------------|----------------|-------------------|------------------|------------------|----------------|----------------|
| July         | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| August       | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| September    | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| October      | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| November     | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| December     | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| January      | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| February     | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| March        | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| April        | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| May          | 107,074          | 5,777         | 11,434         | 1,402,392         | 172,852          | 155,397          | 71,796         | 10,641         |
| June         | 107,073          | 5,773         | 11,438         | 1,402,388         | 172,851          | 155,402          | 71,792         | 10,645         |
| <b>TOTAL</b> | <b>1,284,887</b> | <b>69,320</b> | <b>137,212</b> | <b>16,828,700</b> | <b>2,074,223</b> | <b>1,864,769</b> | <b>861,548</b> | <b>127,696</b> |

| MONTH        | PRI 13<br>\$     | PRI 14<br>\$     | PRI 15<br>\$     | PRI 16<br>\$     | UKO 9<br>\$    | UKO 11<br>\$   | UKO 12<br>\$   | UKO 13         |
|--------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|
| July         | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| August       | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| September    | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| October      | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| November     | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| December     | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| January      | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| February     | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| March        | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| April        | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| May          | 386,661          | 219,986          | 238,419          | 226,006          | 19,383         | 9,946          | 12,707         | 13,245         |
| June         | 386,662          | 219,981          | 238,414          | 226,004          | 19,385         | 9,943          | 12,703         | 13,249         |
| <b>TOTAL</b> | <b>4,639,933</b> | <b>2,639,827</b> | <b>2,861,023</b> | <b>2,712,070</b> | <b>232,598</b> | <b>119,349</b> | <b>152,480</b> | <b>158,944</b> |



**MINISTRY OF HOME AND COMMUNITY AFFAIRS (HOME AFFAIRS)**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Mr Eric Bush, JP**

**Chief Officer**

Ministry of Home and Community Affairs (Home Affairs)

October 4 2013

Ministry of Home Affairs  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                            | Note | 2013/14<br>Budget<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|--------------------------------------------|------|-----------------------------|----------------------------------|-----------------------------|
| <b>Current Assets</b>                      |      |                             |                                  |                             |
| Cash and cash equivalents                  | 1    | 34,958                      | 31,263                           | 23,537                      |
| Marketable securities and deposits         | 0    |                             |                                  |                             |
| Trade receivables                          | 2    | 8,714                       | 6,294                            | 6,351                       |
| Other receivables                          | 2    | 40                          | 270                              | 98                          |
| Inventories                                | 3    | 226                         | 226                              | 167                         |
| Investments                                | 4    |                             |                                  |                             |
| Prepayments                                | 5    | 764                         | 54                               | 87                          |
| <b>Total Current Assets</b>                |      | <b>44,702</b>               | <b>38,107</b>                    | <b>30,240</b>               |
| <b>Non-Current Assets</b>                  |      |                             |                                  |                             |
| Property, plant and equipment              | 6    | 40,168                      | 30,357                           | 33,608                      |
| Intangible Assets                          | 7    | 962                         | 994                              | 414                         |
| <b>Total Non-Current Assets</b>            |      | <b>41,130</b>               | <b>31,351</b>                    | <b>34,022</b>               |
| <b>Total Assets</b>                        |      | <b>85,832</b>               | <b>69,458</b>                    | <b>64,262</b>               |
| <b>Current Liabilities</b>                 |      |                             |                                  |                             |
| Trade payables                             | 8    | 535                         | 1,266                            | 2,216                       |
| Other payables and accruals                | 8    | 9,809                       | 12,424                           | 11,545                      |
| Bank Overdraft                             | 1    | 239                         | 239                              |                             |
| Unearned revenue                           | 9    |                             |                                  | 5                           |
| Employee entitlements                      | 10   | 2,647                       | 2,882                            | 3,939                       |
| Repayment of surplus                       |      | 2,862                       |                                  |                             |
| <b>Total Current Liabilities</b>           |      | <b>16,092</b>               | <b>16,811</b>                    | <b>17,705</b>               |
| <b>Non-Current Liabilities</b>             |      |                             |                                  |                             |
| <b>Total Non-Current Liabilities</b>       |      |                             |                                  |                             |
| <b>Total Liabilities</b>                   |      | <b>16,092</b>               | <b>16,811</b>                    | <b>17,705</b>               |
| <b>TOTAL ASSETS LESS TOTAL LIABILITIES</b> |      | <b>69,740</b>               | <b>52,647</b>                    | <b>46,557</b>               |
| <b>Net worth</b>                           |      |                             |                                  |                             |
| Contributed capital                        |      | 54,262                      | 44,415                           | 42,415                      |
| Other Reserves                             |      |                             |                                  |                             |
| Revaluation reserve                        |      | 1,370                       |                                  |                             |
| Accumulated surpluses/(deficits)           |      | 14,108                      | 8,232                            | 4,142                       |
| <b>Total Net Worth</b>                     |      | <b>69,740</b>               | <b>52,647</b>                    | <b>46,557</b>               |

**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                         |             | 2013/14<br>Budget<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|-------------------------------------------------------------------------|-------------|-----------------------------|----------------------------------|-----------------------------|
| <b>Revenue</b>                                                          | <b>Note</b> |                             |                                  |                             |
| Sale of goods and services                                              | 11          | 91,491                      | 76,778                           | 72,824                      |
| Investment revenue                                                      | 12          |                             | 32                               | 11                          |
| Donations                                                               | 13          |                             | 32                               | 49                          |
| Other revenue                                                           |             |                             | 38                               |                             |
| <b>Total Operating Revenue</b>                                          |             | <b>91,491</b>               | <b>76,880</b>                    | <b>72,884</b>               |
| <b>Operating Expenses</b>                                               |             |                             |                                  |                             |
| Personnel costs                                                         | 14          | 66,195                      | 55,077                           | 52,200                      |
| Supplies and consumables                                                | 15          | 16,807                      | 14,150                           | 14,626                      |
| Depreciation                                                            | 6           | 5,065                       | 2,852                            | 2,110                       |
| Amortisation of intangible assets                                       | 7           | 496                         | 624                              | 150                         |
| Impairment of property, plant and equipment                             |             |                             |                                  |                             |
| Impairment of inventory                                                 |             |                             |                                  |                             |
| Finance costs (overdraft interest)                                      | 16          |                             |                                  |                             |
| Litigation costs                                                        | 17          | 50                          | 253                              |                             |
| Other gains and losses                                                  | 18          | 17                          | 10                               | 108                         |
| Other expenses                                                          |             |                             |                                  |                             |
| <b>Total Operating Expenses</b>                                         |             | <b>88,630</b>               | <b>72,966</b>                    | <b>69,194</b>               |
| <b>Surplus from operating activities and before extraordinary items</b> |             | <b>2,861</b>                | <b>3,914</b>                     | <b>3,690</b>                |
| Extraordinary items                                                     |             |                             |                                  |                             |
| <b>Net Surplus</b>                                                      |             | <b>2,861</b>                | <b>3,914</b>                     | <b>3,690</b>                |

Ministry of Home Affairs

**CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|-------------------------------------------------------------|------|-----------------------------|----------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                             |                                  |                             |
| <i>Receipts</i>                                             |      |                             |                                  |                             |
| Outputs to Cabinet                                          |      | 81,248                      | 71,390                           | 70,238                      |
| Outputs to other government agencies                        |      |                             | (33)                             | 37                          |
| Sales and Goods and services – third party                  |      | 9,267                       | 8,669                            | 8,308                       |
| Interest received                                           |      |                             | 18                               | 7                           |
| Donations / Grants                                          |      |                             | 32                               | 49                          |
| Other receipts                                              |      | 145                         | 38                               |                             |
| <i>Payments</i>                                             |      |                             |                                  |                             |
| Personnel costs                                             |      | (67,148)                    | (56,304)                         | (51,009)                    |
| Supplies and consumables                                    |      | (17,002)                    | (17,557)                         | (10,674)                    |
| Interest paid                                               |      |                             |                                  |                             |
| Other payment                                               |      | (481)                       | (340)                            | (6,393)                     |
| <b>Net cash flows from operating activities</b>             |      | <b>6,029</b>                | <b>5,913</b>                     | <b>10,563</b>               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                             |                                  |                             |
| Purchase of property, plant and equipment                   |      | (5,201)                     | (697)                            | (3,869)                     |
| Proceeds from sale of property, plant and equipment         |      |                             |                                  |                             |
| <b>Net cash flows from investing activities</b>             |      | <b>(5,201)</b>              | <b>(697)</b>                     | <b>(3,869)</b>              |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                             |                                  |                             |
| Equity investment                                           |      | 2,868                       | 2,271                            | 2,596                       |
| Repayment of surplus                                        |      |                             |                                  |                             |
| Capital withdrawal                                          |      |                             |                                  |                             |
| <b>Net cash flows from financing activities</b>             |      | <b>2,868</b>                | <b>2,271</b>                     | <b>2,596</b>                |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>3,696</b>                | <b>7,487</b>                     | <b>9,290</b>                |
| Cash and cash equivalents at beginning of period            |      | 31,024                      | 23,537                           | 14,247                      |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>34,720</b>               | <b>31,024</b>                    | <b>23,537</b>               |

Ministry of Home Affairs

**STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | Contributed<br>Capital | Reserves | Revaluation<br>Reserve | Accumulated<br>Surplus/<br>(deficits) | Total         |
|----------------------------------------------------------------|------------------------|----------|------------------------|---------------------------------------|---------------|
| <b>Balance at 30 June 2012</b>                                 | <b>42,415</b>          |          |                        | <b>4,143</b>                          | <b>46,558</b> |
| <i>Changes in accounting policy</i>                            |                        |          |                        |                                       |               |
| <i>Prior Year Adjustments</i>                                  |                        |          |                        | 173                                   |               |
| <b>Restated balance</b>                                        | <b>42,415</b>          |          |                        | <b>4,316</b>                          | <b>46,731</b> |
| <b>Changes in net worth for 2012/13</b>                        |                        |          |                        |                                       |               |
| <i>Gain/(loss) on property revaluation</i>                     |                        |          |                        |                                       |               |
| <i>Gain/(loss) on revaluation of investments</i>               |                        |          |                        |                                       |               |
| <i>Exchange differences on translating foreign operations</i>  |                        |          |                        |                                       |               |
| <i>Equity Investment from Cabinet</i>                          | 2,000                  |          |                        |                                       | 2,000         |
| <i>Capital withdrawals by Cabinet</i>                          |                        |          |                        |                                       |               |
| <i>Repayment of surplus to Cabinet</i>                         |                        |          |                        |                                       |               |
| <b>Net revenue / expenses recognised directly in net worth</b> | <b>2,000</b>           |          |                        |                                       | <b>2,000</b>  |
| <i>Surplus/(deficit) for the period 2012/13</i>                |                        |          |                        | 3,915                                 | <b>3,915</b>  |
| <b>Total recognised revenues and expenses for the period</b>   | <b>2,000</b>           |          |                        | <b>3,915</b>                          | <b>5,915</b>  |
| <b>Balance at 30 June 2013 carried forward</b>                 | <b>44,415</b>          |          |                        | <b>8,231</b>                          | <b>52,646</b> |
|                                                                | Contributed<br>Capital | Reserves | Revaluation<br>Reserve | Accumulated<br>Surplus/<br>(deficits) | Total         |
| <b>Balance at 30 June 2013 brought forward</b>                 | <b>44,415</b>          |          |                        | <b>8,231</b>                          | <b>52,646</b> |
| <b>Changes in net worth for 2013/14</b>                        |                        |          |                        |                                       |               |
| <i>Reorganisation of Ministries</i>                            | 6,978                  |          | 1,370                  | 5,877                                 | 14,225        |
| <i>Changes in accounting policy</i>                            |                        |          |                        |                                       |               |
| <i>Prior Year Adjustments</i>                                  |                        |          |                        |                                       |               |
| <b>Restated balance</b>                                        | <b>51,393</b>          |          | <b>1,370</b>           | <b>14,108</b>                         | <b>66,871</b> |
| <b>Changes in net worth for 2013/14</b>                        |                        |          |                        |                                       |               |
| <i>Gain/(loss) on property revaluation</i>                     |                        |          |                        |                                       |               |
| <i>Gain/(loss) on revaluation of investments</i>               |                        |          |                        |                                       |               |
| <i>Exchange differences on translating foreign operations</i>  |                        |          |                        |                                       |               |
| <i>Equity Investment from Cabinet</i>                          | 2,868                  |          |                        |                                       | 2,868         |
| <i>Capital withdrawals by Cabinet</i>                          |                        |          |                        |                                       |               |
| <i>Repayment of surplus/Dividends to Cabinet</i>               |                        |          |                        | (2,862)                               | (2,862)       |
| <b>Net revenue / expenses recognised directly in net worth</b> | <b>2,868</b>           |          |                        | <b>(2,862)</b>                        | <b>6</b>      |
| <i>Surplus/(deficit) for the period 2013/14</i>                |                        |          |                        | 2,622                                 | 2,622         |
| <b>Total recognised revenues and expenses for the period</b>   |                        |          |                        | <b>2,862</b>                          | <b>2,862</b>  |
| <b>Balance at 30 June 2014</b>                                 | <b>54,261</b>          |          | <b>1,370</b>           | <b>16,970</b>                         | <b>72,601</b> |

**STATEMENT OF ACCOUNTING POLICIES**

**General Accounting Policies**

Reporting entity

These forecast financial statements are for the Ministry of Home and Community Affairs

**Basis of preparation**

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

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

**Reporting Period**

The reporting period is the period ended 30 June 2014.

**Specific Accounting Policies**

**Revenue**

Output revenue

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

Interest revenue

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

**Expenses**

General

Expenses are recognised when incurred.

Depreciation

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



## **Assets**

### **Cash and cash equivalents**

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

### **Receivables and advances**

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

### **Inventory**

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

### **Property, Plant and Equipment (including Infrastructure Assets)**

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

### **Computer Hardware and Software**

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

## **Liabilities**

### **Accounts Payable**

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

### **Provisions**

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

### **Employee entitlements**

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

**NOTE 1. CASH AND CASH EQUIVALENTS**

| Description                                                   | Foreign<br>Currency<br>\$'000 | Exchange<br>Rate | Budget<br>2013/14<br>\$'000 | 2012/13<br>Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|---------------------------------------------------------------|-------------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 56                            | 1.00             | 56                          | 8                           | 8                           |
| Cash in transit (IRIS Remittance Account)                     | 414                           | 1.00             | 414                         | 414                         | 173                         |
| CI\$ Operational Current Account held at Royal Bank of Canada | 17,813                        | 1.00             | 17,813                      | 14,165                      | 12,034                      |
| US\$ Operational Current Account held at Royal Bank of Canada | 1,147                         | 0.84             | 961                         | 1,147                       | 641                         |
| Payroll Current Account held at Royal Bank of Canada          | -239                          | 1.00             | (239)                       | (239)                       | 1                           |
| Bank Accounts held at other financial institutions            | 108                           | 1.00             | 108                         | 108                         | 92                          |
| Fixed Deposits held with Treasury (less than 90 days)         | 15,607                        | 1.00             | 15,607                      | 15,607                      | 10,588                      |
| <b>Total cash and cash equivalents</b>                        |                               |                  | <b>34,720</b>               | <b>31,210</b>               | <b>23,537</b>               |

**NOTE 2. TRADE AND OTHER RECEIVABLES****TRADE RECEIVABLES**

| Trade Receivables                         | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|-------------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| Sale of goods and services                | 4,054                       | 2,387                            | 2,511                       |
| Outputs to Cabinet                        | 6,704                       | 5,876                            | 5,882                       |
| Outputs to other government agencies      | 145                         | 148                              | 75                          |
| Other                                     |                             |                                  |                             |
| <b>Less: provision for doubtful debts</b> | <b>(2,188)</b>              | <b>(2,117)</b>                   | <b>(2,117)</b>              |
| <b>Total trade receivables</b>            | <b>8,715</b>                | <b>6,294</b>                     | <b>6,351</b>                |

**OTHER RECEIVABLES**

| Other Receivables                         | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|-------------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| Advances (salary, Official Travel, etc)   | 6                           | 2                                | 1                           |
| Dishonoured cheques                       | (49)                        | (49)                             | (42)                        |
| Interest receivable                       | 19                          | 19                               | 6                           |
| Loans                                     |                             |                                  |                             |
| Interentity Due from                      | 15                          |                                  | 2                           |
| Other Non-current Assets                  |                             |                                  |                             |
| Other                                     | 49                          | 298                              | 131                         |
| <b>Less: provision for doubtful debts</b> |                             |                                  |                             |
| <b>Total other receivables</b>            | <b>40</b>                   | <b>270</b>                       | <b>98</b>                   |

|                           | Trade<br>Receivable<br>s \$'000 | Other<br>Receivable<br>s \$'000 | Budget<br>2013/14<br>\$'000 |
|---------------------------|---------------------------------|---------------------------------|-----------------------------|
| Past due 1-30 days        | 8,714                           | 3,940                           | 5,735                       |
| Past due 31-60 days       |                                 | 13                              |                             |
| Past due 61-90 days       |                                 | 3                               | 714                         |
| Past due 90 and above     |                                 | 67                              |                             |
| <b>Non-Current</b>        |                                 |                                 |                             |
| Past due 1 year and above |                                 |                                 |                             |
| <b>Total</b>              | <b>8,714</b>                    | <b>4,023</b>                    | <b>6,449</b>                |

Changes in the provision of doubtful debts:

| Description                                | Budget<br>2013/14<br>\$'000 |
|--------------------------------------------|-----------------------------|
| Balance at 1 July                          | (2,188)                     |
| Additional provisions made during the year |                             |
| Receivables written off during the period  |                             |
| Balance at 30 June                         | <u>(2,188)</u>              |

### NOTE 3. INVENTORIES

| Description                                                   | Current<br>\$'000 | Non-<br>Current<br>\$'000 | Budget<br>2013/14<br>\$'000 |
|---------------------------------------------------------------|-------------------|---------------------------|-----------------------------|
| Inventory held for use in the provision of goods and services | 226               |                           | 226                         |
| Work in Progress and finished goods                           |                   |                           |                             |
| Impairment of Inventory b/f                                   |                   |                           |                             |
| Impairment of Inventory 2012/13                               |                   |                           |                             |
| <b>TOTAL INVENTORIES</b>                                      | <b>226</b>        |                           | <b>226</b>                  |

### NOTE 4. INVESTMENTS

None

**NOTE 5. PREPAYMENTS**

| Description         | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|---------------------|-----------------------------|----------------------------------|-----------------------------|
| Accrued Prepayments | 764                         | 54                               | 87                          |
| Prepaid Insurance   |                             |                                  |                             |
| Other               |                             |                                  |                             |
| <b>Total</b>        | <b>764</b>                  | <b>54</b>                        | <b>87</b>                   |

## NOTE 6. PROPERTY, PLANT AND EQUIPMENT

### Cost of Property, plant & equipment

|                            | Land<br>\$'000 | Buildings<br>\$'000 | Furniture<br>\$'000 | Computers<br>hardware<br>\$'000 | Office<br>equipment<br>\$'000 | Leasehold<br>Improvements<br>\$'000 | Other<br>Assets<br>\$'000 | Infrastruct<br>ure \$'000 | Infrastructur<br>e \$'000 | Motor<br>Vehicles<br>\$'000 | Marine<br>Vessels<br>\$'000 | Aircraft<br>\$'000 | Work in<br>progress<br>\$'000 | Total<br>\$'000 |
|----------------------------|----------------|---------------------|---------------------|---------------------------------|-------------------------------|-------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|--------------------|-------------------------------|-----------------|
| Balance as at 1 July 2013  | 2,906          | 2,835               | 19,603              | 1,252                           | 1,969                         | 1,321                               | 1,186                     | 88                        | 2,138                     | 4,955                       | 3,543                       | 3,224              | 12,897                        | 57,917          |
| Additions                  |                | 454                 | 7,003               | 108                             | 693                           | 1                                   |                           |                           | 2,106                     | 74                          |                             |                    | (10,793)                      | (354)           |
| Revaluations               |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Disposals and Demolition   |                | (8)                 | (284)               | (2)                             | (170)                         | (78)                                |                           |                           |                           | (413)                       |                             |                    |                               | (955)           |
| Transfers                  |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Balance as at 30 June 2013 | 2,906          | 3,281               | 26,322              | 1,358                           | 2,492                         | 1,244                               | 1,186                     | 88                        | 4,244                     | 4,616                       | 3,543                       | 3,224              | 2,104                         | 56,608          |

|                            | Land<br>\$'000 | Buildings<br>\$'000 | Furniture<br>\$'000 | Computers<br>hardware<br>\$'000 | Office<br>equipment<br>\$'000 | Leasehold<br>Improvements<br>\$'000 | Other<br>Assets<br>\$'000 | Infrastruct<br>ure \$'000 | Infrastructur<br>e \$'000 | Motor<br>Vehicles<br>\$'000 | Marine<br>Vessels<br>\$'000 | Aircraft<br>\$'000 | Work in<br>progress<br>\$'000 | Total<br>\$'000 |
|----------------------------|----------------|---------------------|---------------------|---------------------------------|-------------------------------|-------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|--------------------|-------------------------------|-----------------|
| Balance as at 1 July 2013  | 2,906          | 3,281               | 26,322              | 1,358                           | 2,492                         | 1,244                               | 1,186                     | 88                        | 4,244                     | 4,616                       | 3,543                       | 3,224              | 2,104                         | 56,608          |
| Ministry reorganization    |                | 12,675              | 4,557               | (215)                           | 5,191                         | (175)                               |                           |                           | 1,739                     | 522                         | 586                         |                    | 422                           | 25,302          |
| Additions                  |                |                     | 3,134               |                                 | 501                           | 220                                 |                           | 378                       |                           | 764                         |                             |                    | (1,969)                       | 3,028           |
| Revaluations               |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Disposals                  |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Transfers                  |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Balance as at 30 June 2013 | 2,906          | 15,956              | 34,013              | 1,143                           | 8,184                         | 1,289                               | 1,186                     | 466                       | 5,983                     | 5,902                       | 4,129                       | 3,224              | 557                           | 84,938          |

### Accumulated Depreciation and impairment losses

|                                                 | Land<br>\$'000 | Buildings<br>\$'000 | Furniture<br>\$'000 | Computers<br>hardware<br>\$'000 | Office<br>equipment<br>\$'000 | Leasehold<br>Improvements<br>\$'000 | Other<br>Assets<br>\$'000 | Infrastruct<br>ure \$'000 | Infrastructur<br>e \$'000 | Motor<br>Vehicles<br>\$'000 | Marine<br>Vessels<br>\$'000 | Aircraft<br>\$'000 | Work in<br>progress<br>\$'000 | Total<br>\$'000 |
|-------------------------------------------------|----------------|---------------------|---------------------|---------------------------------|-------------------------------|-------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|--------------------|-------------------------------|-----------------|
| Balance as at 1 July 2012                       |                | 1,015               | 11,356              | 745                             | 1,610                         | 1,173                               | 1,186                     | 15                        | 1,388                     | 3,762                       | 635                         | 802                |                               | 23,687          |
| Transfers                                       |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Impairment Reserve 2012/13<br>(closing balance) |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             | 624                |                               | 624             |
| Depreciation Expense<br>2012/13                 |                | 279                 | 681                 | 74                              | 365                           | 51                                  |                           | 15                        | 469                       | 371                         | 177                         | 370                |                               | 2,852           |
| Eliminate on Disposal<br>2012/13                |                | (7)                 | (272)               |                                 | (170)                         | (77)                                |                           |                           |                           | (384)                       |                             |                    |                               | (910)           |
| Balance as at 30 June 2013                      | 0              | 1,287               | 11,765              | 819                             | 1,805                         | 1,147                               | 1,186                     | 30                        | 1,857                     | 3,749                       | 812                         | 1,796              | 0                             | 26,253          |

|                                  | Land<br>\$'000 | Buildings<br>\$'000 | Furniture<br>\$'000 | Computers<br>hardware<br>\$'000 | Office<br>equipment<br>\$'000 | Leasehold<br>Improvements<br>\$'000 | Other<br>Assets<br>\$'000 | Infrastruct<br>ure \$'000 | Infrastructur<br>e \$'000 | Motor<br>Vehicles<br>\$'000 | Marine<br>Vessels<br>\$'000 | Aircraft<br>\$'000 | Work in<br>progress<br>\$'000 | Total<br>\$'000 |
|----------------------------------|----------------|---------------------|---------------------|---------------------------------|-------------------------------|-------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|-----------------------------|--------------------|-------------------------------|-----------------|
| Balance as at 30 June 2013       |                | 1,287               | 11,765              | 819                             | 1,805                         | 1,147                               | 1,186                     | 30                        | 1,857                     | 3,749                       | 812                         | 1,796              |                               | 26,253          |
| Ministry reorganization          |                | 7,472               | 412                 | (158)                           | 4,874                         | (151)                               |                           |                           | 652                       | 354                         | 422                         |                    |                               | 13,877          |
| Transfers                        |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Impairment loss 2012/13          |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Depreciation Expense<br>2012/13  |                | 1,310               | 870                 | 96                              | 899                           | 33                                  |                           | 15                        | 782                       | 488                         | 202                         | 370                |                               | 5,065           |
| Eliminate on Disposal<br>2012/13 |                |                     |                     |                                 |                               |                                     |                           |                           |                           |                             |                             |                    |                               |                 |
| Balance as at 30 June 2013       | 0              |                     |                     |                                 | 7,578                         | 1,029                               | 1,186                     | 45                        | 3,291                     | 4,591                       | 1,436                       | 2,166              | 0                             | 45,195          |

|                             |       |  |  |  |     |    |   |    |       |     |       |       |       |        |
|-----------------------------|-------|--|--|--|-----|----|---|----|-------|-----|-------|-------|-------|--------|
| Net Book value 30 June 2012 | 2,906 |  |  |  | 687 | 97 | 0 | 58 | 2,387 | 867 | 2,731 | 1,428 | 2,104 | 30,355 |
|-----------------------------|-------|--|--|--|-----|----|---|----|-------|-----|-------|-------|-------|--------|

|                             |       |  |  |  |     |     |   |     |       |       |       |       |     |        |
|-----------------------------|-------|--|--|--|-----|-----|---|-----|-------|-------|-------|-------|-----|--------|
| Net Book value 30 June 2013 | 2,906 |  |  |  | 606 | 260 | 0 | 421 | 2,692 | 1,311 | 2,693 | 1,058 | 557 | 39,743 |
|-----------------------------|-------|--|--|--|-----|-----|---|-----|-------|-------|-------|-------|-----|--------|

### Intangible Assets

|                                   | <i>Computer Software<br/>\$'000</i> | <i>under<br/>constructi<br/>on \$'000</i> | <i>Impairment<br/>Reserve<br/>\$'000</i> | <i>Total<br/>\$'000</i> |
|-----------------------------------|-------------------------------------|-------------------------------------------|------------------------------------------|-------------------------|
| <b>Balance as at 1 July 2013</b>  | 1,072                               |                                           |                                          | 1,072                   |
| Additions                         | 1,204                               |                                           |                                          | 1,204                   |
| Revaluations                      |                                     |                                           |                                          |                         |
| Disposals and Derecognition       |                                     |                                           |                                          |                         |
| Transfers                         | 3,860                               |                                           |                                          | 3,860                   |
| <b>Balance as at 30 June 2013</b> | <b>6,136</b>                        | <b>0</b>                                  | <b>0</b>                                 | <b>6,136</b>            |

|                                   | <i>Computer Software<br/>\$'000</i> | <i>under<br/>constructi<br/>on \$'000</i> | <i>Impairment<br/>Reserve<br/>\$'000</i> | <i>Total<br/>\$'000</i> |
|-----------------------------------|-------------------------------------|-------------------------------------------|------------------------------------------|-------------------------|
| <b>Balance as at 1 July 2013</b>  | <b>6,136</b>                        |                                           |                                          | <b>6,136</b>            |
| Ministry reorganisation           |                                     |                                           |                                          |                         |
| Additions                         | 254                                 |                                           |                                          | 254                     |
| Disposals and Derecognition       |                                     |                                           |                                          |                         |
| Revaluations                      |                                     |                                           |                                          |                         |
| Transfers                         |                                     |                                           |                                          |                         |
| <b>Balance as at 30 June 2013</b> | <b>6,390</b>                        | <b>0</b>                                  | <b>0</b>                                 | <b>6,390</b>            |

### Accumulated Depreciation and impairment losses

|                                                 | <i>Land<br/>\$'000</i> | <i>Buildings<br/>\$'000</i> | <i>Furniture<br/>\$'000</i> | <i>Total<br/>\$'000</i> |
|-------------------------------------------------|------------------------|-----------------------------|-----------------------------|-------------------------|
| <b>Balance as at 1 July 2012</b>                | 658                    |                             |                             | 658                     |
| Transfers                                       |                        |                             |                             |                         |
| Impairment Reserve 2012/13<br>(closing balance) |                        |                             |                             |                         |
| Depreciation Expense<br>2012/13                 | 624                    |                             |                             | 624                     |
| Eliminate on Disposal<br>2012/13                |                        |                             |                             |                         |
| <b>Balance as at 30 June 2013</b>               | <b>1,282</b>           | <b>0</b>                    | <b>0</b>                    | <b>1,282</b>            |

|                                   | <i>Land<br/>\$'000</i> | <i>Land<br/>\$'001</i> | <i>Land \$'002</i> | <i>Total<br/>\$'000</i> |
|-----------------------------------|------------------------|------------------------|--------------------|-------------------------|
| <b>Balance as at 30 June 2013</b> | 1,282                  |                        |                    | 1,282                   |
| Ministry reorganisation           | 3,650                  |                        |                    | 3,650                   |
| Transfers                         |                        |                        |                    |                         |
| Impairment loss 2012/13           |                        |                        |                    |                         |
| Depreciation Expense<br>2012/13   | 496                    |                        |                    | 496                     |
| Eliminate on Disposal<br>2012/13  |                        |                        |                    |                         |
| <b>Balance as at 30 June 2013</b> | <b>5,428</b>           | <b>0</b>               | <b>0</b>           | <b>5,428</b>            |

|                                    |              |  |  |              |
|------------------------------------|--------------|--|--|--------------|
| <b>Net Book value 30 June 2012</b> | <b>4,854</b> |  |  | <b>4,854</b> |
|------------------------------------|--------------|--|--|--------------|

|                                    |            |  |  |            |
|------------------------------------|------------|--|--|------------|
| <b>Net Book value 30 June 2013</b> | <b>962</b> |  |  | <b>962</b> |
|------------------------------------|------------|--|--|------------|

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

| Description                                                 | Current<br>\$'000 | Non-<br>Current<br>\$'000 | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|-------------------------------------------------------------|-------------------|---------------------------|-----------------------------|----------------------------------|-----------------------------|
| Creditors                                                   | 535               |                           | 535                         | 739                              | 805                         |
| Creditors Ministries/Portfolios                             |                   |                           |                             | 477                              | 1,374                       |
| Creditors other government agencies                         |                   |                           |                             | 45                               | 21                          |
| Payroll Deductions                                          | 575               |                           | 575                         | 398                              | 447                         |
| Operating Lease                                             |                   |                           |                             | 6                                | 16                          |
| Accrued Expenses                                            | 8,788             |                           | 8,788                       | 6,400                            | 5,082                       |
| Accrued Expenses Ministries/Portfolios                      |                   |                           |                             | 5,066                            | 5,468                       |
| Accrued Expenses other government agencies                  |                   |                           |                             | 2                                | 202                         |
| Inter-entity due to                                         |                   |                           |                             |                                  |                             |
| Accrued Entity Interest                                     |                   |                           |                             |                                  |                             |
| Provisions                                                  |                   |                           |                             |                                  |                             |
| Other payables                                              | 447               |                           | 447                         | 557                              | 346                         |
| <b>Total trade payables other payables and<br/>accruals</b> | <b>10,345</b>     | <b>0</b>                  | <b>10,345</b>               | <b>13,690</b>                    | <b>13,761</b>               |

**NOTE 8. EMPLOYEE ENTITLEMENTS**

|                                                                  | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|------------------------------------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| Annual Leave                                                     | 2,634                       | 2,585                            | 1,005                       |
| Retirement and long service leave                                | (284)                       | 0                                | 1,517                       |
| Accrued salaries                                                 | 297                         | 297                              | 1,417                       |
| Travel                                                           |                             |                                  |                             |
| Pension                                                          |                             |                                  |                             |
| Other salary related entitlements                                | 0                           |                                  |                             |
| <b>Total current portion</b>                                     | <b>2,647</b>                | <b>2,882</b>                     | <b>3,939</b>                |
| <i>Non-current employee entitlements are<br/>represented by:</i> |                             |                                  |                             |
| Retirement and long service leave                                |                             |                                  |                             |
| <b>Total employee entitlements</b>                               | <b>2,647</b>                | <b>2,882</b>                     | <b>3,939</b>                |

**NOTE 9a. SALES OF GOODS AND SERVICES**

| Revenue type                             | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|------------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| Outputs to Cabinet                       | 82,224                      | 68,145                           | 64,472                      |
| Outputs to other government agencies     | 499                         | 44                               | 27                          |
| Fees and charges                         | 6,924                       |                                  |                             |
| General sales                            | 1,782                       | 8,589                            | 8,325                       |
| Rentals                                  |                             |                                  |                             |
| Other                                    | 60                          |                                  |                             |
| <b>Total sales of goods and services</b> | <b>91,489</b>               | <b>76,778</b>                    | <b>72,824</b>               |

**NOTE 12. PERSONNEL COSTS**

| Description                    | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|--------------------------------|-----------------------------|----------------------------------|-----------------------------|
| Salaries, wages and allowances | 52,488                      | 44,125                           | 42,366                      |
| Health care                    | 10,774                      | 8,345                            | 7,058                       |
| Pension                        | 2,732                       | 2,236                            | 2,053                       |
| Leave                          | 8                           | 159                              | 430                         |
| Other personnel related costs  | 193                         | 212                              | 293                         |
| <b>Total Personnel Costs</b>   | <b>66,195</b>               | <b>55,077</b>                    | <b>52,200</b>               |

**NOTE 13. SUPPLIES AND CONSUMABLES**

| Description                             | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|-----------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| Supplies and Materials                  | 2,064                       | 2,102                            | 2,196                       |
| Purchase of services                    | 7,361                       | 4,859                            | 5,683                       |
| Lease of Property and Equipment         | 1,585                       | 1,996                            | 2,058                       |
| Utilities                               | 2,954                       | 2,849                            | 2,850                       |
| General Insurance                       | 1,916                       | 1,704                            | 1,198                       |
| Interdepartmental expenses              | 150                         | 113                              | -35                         |
| Travel and Subsistence                  | 146                         | 174                              | 191                         |
| Recruitment and Training                | 541                         | 276                              | 354                         |
| Other                                   | 90                          | 77                               | 131                         |
| <b>Total Supplies &amp; consumables</b> | <b>16,807</b>               | <b>14,150</b>                    | <b>14,626</b>               |



**NOTE 14. FINANCE COSTS**

None

**NOTE 15. LITIGATION COSTS**

The Attorney General's Office provides litigation services to Ministry of Home and Community Affairs. However during the year ended 30 June 2013 the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$85K in 2013 and \$50K is budgeted in 2014.

|                         | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|-------------------------|-----------------------------|----------------------------------|-----------------------------|
| <b>Litigation Costs</b> |                             |                                  |                             |
| Legal Fees              | 50                          | 253                              | 0                           |
| <b>Total Legal Fees</b> | <b>50</b>                   | <b>253</b>                       | <b>0</b>                    |

**NOTE 16. GAINS / (LOSSES)**

|                                                                | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|----------------------------------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| Net (gain) / loss on disposal of property, plant and equipment |                             | 39                               | 115                         |
| Net (gain) / loss on derecognition and revaluation of assets   |                             |                                  |                             |
| Net (gain) / loss on foreign exchange Transactions             | 17                          | (29)                             | (7)                         |
| <b>Total gains/ (losses)</b>                                   | <b>17</b>                   | <b>10</b>                        | <b>108</b>                  |

**NOTE 17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

| Description                                              | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|----------------------------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| <b>Surplus/(deficit) from ordinary activities</b>        | 2,862                       | 3,914                            | 3,690                       |
| <b>Non-cash movements</b>                                |                             |                                  |                             |
| Depreciation expense                                     | 5,065                       | 2,852                            | 2,110                       |
| Amortisation of Intangible Assets                        | 496                         | 624                              | 150                         |
| Impairment                                               |                             |                                  |                             |
| (Gain)/losses on sale of property plant and equipment    |                             | (39)                             | 115                         |
| (Gain) / loss on derecognition and revaluation of assets |                             | 10                               |                             |
| Exchange (Gain)/Loss                                     |                             | 29                               | (7)                         |
| <b>Changes in current assets and liabilities:</b>        |                             |                                  |                             |
| (Increase)/decrease in receivables - Cabinet             | (976)                       | 6                                | 5,766                       |
| (Increase)/decrease in other current assets              | 47                          | (101)                            | (10)                        |
| Increase/(decrease) in payables                          | (356)                       | (123)                            | (2,441)                     |
| (Increase)/decrease in inventories                       |                             |                                  |                             |
| Increase/(decrease) in payables                          | (1,109)                     | (1,259)                          | 1,190                       |
| <b>Net cash flows from operating activities</b>          | <b>6,029</b>                | <b>5,913</b>                     | <b>10,563</b>               |

**NOTE 18. CONTINGENT LIABILITIES AND ASSETS**

|                                             | Beginning<br>Balance<br>\$000 | Additions<br>\$000 | Disbursements<br>\$000 | Adjustments<br>\$000 | 2013/14<br>Budget<br>\$000 |
|---------------------------------------------|-------------------------------|--------------------|------------------------|----------------------|----------------------------|
| <b>Guarantees</b>                           |                               |                    |                        |                      |                            |
| None                                        |                               |                    |                        |                      |                            |
| <b>Legal Proceedings and Disputes</b>       |                               |                    |                        |                      |                            |
| Contingent Liabilities                      |                               |                    |                        |                      |                            |
| Legal Disputes and Causes                   | 5,608                         |                    | 251                    |                      | 5,859                      |
| <b>Total Legal Proceedings and Disputes</b> |                               |                    |                        |                      |                            |
| <b>Total contingent liabilities</b>         |                               |                    |                        |                      |                            |
| <b>Contingent Assets</b>                    |                               |                    |                        |                      |                            |
| None                                        |                               |                    |                        |                      |                            |
| <b>Total Other Contingent Assets</b>        |                               |                    |                        |                      |                            |

**NOTE 19: COMMITMENTS**

| Type                                                           | One year<br>or less | One to<br>five Years | Over five<br>Years | Total  |
|----------------------------------------------------------------|---------------------|----------------------|--------------------|--------|
|                                                                | \$'000              | \$'000               | \$'000             | \$'000 |
| <b>Capital Commitments</b>                                     |                     |                      |                    |        |
| Property, plant and equipment                                  | 2,500               |                      |                    | 2,500  |
| Other fixed assets                                             |                     |                      |                    |        |
| Other commitments (list separately if material)                |                     |                      |                    |        |
| <b>Total Capital Commitments</b>                               | 2,500               |                      |                    | 2,500  |
| <b>Operating Commitments</b>                                   |                     |                      |                    |        |
| Non-cancellable accommodation leases                           | 539                 | 438                  |                    | 977    |
| Other non-cancellable leases                                   |                     |                      |                    |        |
| Non-cancellable contracts for the supply of goods and services |                     |                      |                    |        |
| Other operating commitments                                    |                     |                      |                    |        |
| <b>Total Operating Commitments</b>                             | 539                 | 438                  |                    | 977    |
| <b>Total Commitments</b>                                       | 3,039               | 438                  |                    | 3,477  |

**NOTE 21. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The Ministry is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions are consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

| Description                                              | Budget<br>2013/14<br>\$'000 | 2012/13<br>Est. Actual<br>\$'000 | 2011/12<br>Actual<br>\$'000 |
|----------------------------------------------------------|-----------------------------|----------------------------------|-----------------------------|
| <b>Salaries &amp; other short-term employee benefits</b> | 1,892                       | 1,892                            | 1,456                       |
| Past employee benefits                                   | 24                          | 116                              |                             |
| Other long-term benefits                                 | 0                           |                                  |                             |
| Termination benefits                                     | 0                           |                                  |                             |
| Loans                                                    | 0                           |                                  |                             |
| <b>Total</b>                                             | <b>1,916</b>                | <b>2,008</b>                     | <b>1,456</b>                |
| The                                                      |                             |                                  |                             |

No loans are provided to key management personnel or their relatives.

# COMMUNITY AFFAIRS

## **CONTENT**

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year. The Draft Annual Budget Statement and the draft Ownership performance I want to be delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I am planning to enforce during the 2013/14 financial year.

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**Honourable Alden McLaughlin, MBE, JP**  
**Premier**

Ministry of Home and Community Affairs

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as of this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

---

**Ms. Dorine Whittaker, JP**  
**Chief Officer**

Ministry of Home and Community Affairs  
(Community Affairs)

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

---

### GENERAL NATURE OF ACTIVITIES

#### Administration

- Provide policy advice and administrative support to the Hon. Minister
- Ensure adequate emergency response capacity
- Provide advice, governance and monitor the performance of Boards, Government Companies, and Tribunal under the Ministry
- Provide collaboration with key stakeholders on social issues
- Develop legislation of matters concerning the subjects under the Ministry

#### The Department of Children and Family Services

The Department of Children and Family Services exists to encourage and promote self-sufficiency; to advocate, motivate and educate individuals and families, empowering them to realize their full potential thus functioning effectively as members of our society. This will be achieved through the provision of therapeutic services and community based programmes enhanced by ongoing research and in partnership with key stakeholders.

This is accomplished through the provision of social service to the people of the Cayman Islands including social work services, services to the general adult population, and the elderly and disabled, foster care and adoption services, and the placement of vulnerable children in residential homes.

#### The Department of Counselling Services

- Provision of Individual, couples, family and group therapy to residents of Grand Cayman requiring assistance with a variety of life challenges
- Provision of Parenting and Family Programmes
- Provision of intensive Substance Abuse Treatment including non-medical withdrawal management, primary residential treatment, and re-entry programme to adult males and females.
- Provision of Driving under the Influence Programme
- Public Awareness Initiatives
- Provision of Policy Advice regarding treatment services and therapeutic interventions.



## **The Needs Assessment Unit**

The Needs Assessment Unit exists to assist citizens that are unable to support their families or themselves due to disability, underemployment, hardship, unemployment or other similar reasons. This is accomplished through the provision of financial assistance to the people of the Cayman Islands.

- Provision and management of a scope of public welfare services, inclusive of poor relief, school lunches, food vouchers and burial assistance; and
- Conduct needs assessments for poor relief, medical, temporary assistance and Means Assessments for Maintenance Court.

## **SCOPE OF ACTIVITIES**

### **The Department of Children and Family Services**

- Provide a full range of social work services to the people of the Cayman Islands through a cadre of qualified staff
- Provide day and residential care for indigent elderly adults. This includes purchasing services from NGO's
- Execute duties of the Shelter Operations Sub-Committee of the Hazard Management Council of the Cayman Islands
- Work in collaboration with the Family Support Unit, Education Department, Health Services and other related agencies
- Management of adult care facilities operated by the Department.
- Residential care for children with special needs
- Provision of Community Development services
- The full scope of therapeutic social work interventions required to address the varied child protective, delinquency, and family issues exhibited by the Department's target population
- Provision of residential care for special needs children
- Adoption, Foster and After-care services
- Services relating to Family Court, Youth Court and Grand Court matters
- Policy advice relating to the activities and areas of expertise of the Department
- Celebration of Child Month and attendant activities

## **The Department of Counselling Services**

- Individual, Couples, Family and Group Therapy
- Comprehensive Clinical assessments and reports.
- Provision of individual, group and family therapy to adolescents, in order to modify or change substance misuse, criminal offending and other at-risk behaviours.
- Intensive primary residential gender specific treatment programmes to address substance abuse.
- Extended programmes to offer continued therapeutic services and support to clients completing the residential programme that require a longer treatment stay.
- Treatment services to participants in Drug Rehabilitation Court.
- Provision of Family Programmes designed to enhance parenting skills and build more nurturing, supportive and stable families.
- Family Intervention and Victim Advocacy
- Provision of psycho-educational and experiential parent programmes to support the personal, social and/or life-skills growth of young parents.
- Public Awareness Campaigns, workshops, presentations, media events, and training sessions designed to increase skills in dealing with drug and alcohol issues including co-occurring disorders, and family and relationship issues including those related to personal growth and development.
- DUI programme – six-week psycho-educational group designed to increase knowledge and awareness around effects of alcohol, and its effect on driving.

## **Needs Assessment Unit**

- Provision and management of a scope of public welfare services, inclusive of poor relief, school lunches, food vouchers and burial assistance.
- Conduct needs assessments for poor relief, medical and temporary assistance.
- Work in collaboration with the Education Department, Health Services and other related agencies.
- Policy advice relating to the activities and areas of expertise of the Unit.

## **CUSTOMERS AND LOCATION OF ACTIVITIES**

### **The Department of Children and Family Services**

The recipients of the services are the general public, the Ministry of Home & Community Affairs, Health Services Authority, the Courts; Family Support Unit; Crisis Centre; Prison; Department of Counselling Services; Probation/After Care Services; Family Resource Centre and other Departments; and the National Council of Voluntary Organisation (NCVO) and various overseas agencies. The activities are conducted in all six districts of Grand Cayman and Cayman Brac.

### **The Department of Counselling Services**

- Services are provided to adults and youth who are resident in the Cayman Islands.
- Community-based services are provided at The Counselling Centre in Grand Cayman and at Brac Haven – Sister Islands Counselling Centre in Cayman Brac. These services include intake/screenings, assessments, individual, group and family treatment, couples therapy, and a DUI Programme.
- Intensive residential treatment services including non-medical withdrawal management, primary treatment and extended supportive services for adult men and women, are provided at Caribbean Haven Residential Centre in Breakers, Grand Cayman and are available to residents of all three islands.
- Psycho-educational groups, and substance abuse assessments for Court and Parole, are provided at HMP Northward and Fairbanks Prisons as deemed appropriate.
- Psycho-educational workshops are provided throughout Grand Cayman and Cayman Brac as requested.
- Parenting workshops and family programmes are provided by the Family Resource Centre throughout the community while the young parents services, as well as family intervention and victim advocacy services are provided at the Centre's office location.

### **Needs Assessment Unit**

- The recipients of the services are the general public, the Ministry of Home & Community Affairs and the Ministry of Health. The activities are conducted in Grand Cayman and Cayman Brac.

## 2. STRATEGIC OWNERSHIP GOALS

---

The key strategic ownership goals for the Ministry of Home and Community Affairs (Community Affairs) for the 2013/14 and the subsequent two years are as follows:

- To provide social services to the people of the Cayman Islands through the provision of social work services to the adult population. Specific programmes through which these services will be offered include but are not limited to: The Community Development Programme, Adult Special Needs Programme, Foster Care and Adoption and other services and programmes developed to serve the population. Provide reports to the Courts connected to these services as required;
- Purchase Residential and Day Care Services for the elderly, disabled and indigent persons from the private sector. Provide the same services in facilities owned by the Department;
- Educate the public on the care and welfare of the elderly impressing upon them the importance of assuming responsibility for such family members;
- Provide adequate staffing for all adult residential care facilities (Golden Age Home and Kirkconnell Community Care Centre) for the indigent elderly and/or disabled persons, to ensure proper care and supervision of residents;
- Recruitment of shelter wardens and training of shelter management team. Preparation of all shelters in Grand Cayman for the appropriate and safe management of shelters by the Shelter Operations Sub-Committee during a disaster;
- 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;
- Maintaining and enhancing Employee Performance by operating in accordance with the Human Resource (HR) Policies and Procedures of the Ministry of Home and Community Affairs and within the framework of the Ministry's HR Philosophy;
- Provision of appropriate rehabilitation services for youth at the community level that will offer treatment programmes to address risky behaviours such as drug and alcohol misuse, criminal behaviour, etc;

- The enhancement of Inter-agency collaboration, co-operation and communication to ensure the needs of at-risk youth in the community are met through an holistic approach;
- The delivery of family programmes that will assist parents to develop positive and effective parenting skills and that are relevant to communities within the Cayman Islands;
- The continued implementation of a therapeutic milieu model of treatment in the residential treatment programme at Caribbean Haven Residential Centre;
- The continued 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;
- The provision of treatment services to meet the needs of participants in Drug Rehabilitation Court; and
- The delivery of financial assistance to help those in need meet the basic living requirements within the Cayman Islands.

### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of Home and Community Affairs (Community Affairs) for the 2013/14 financial year are as follows:

| <b>FINANCIAL PERFORMANCE MEASURE</b>                                                   | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>ACTUAL<br/>\$ 000's</b> |
|----------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| REVENUE FROM CABINET                                                                   | 13,714,427                             | 13,669,437                             |
| REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES<br>AND GOVERNMENT COMPANIES |                                        |                                        |
| REVENUE FROM OTHERS                                                                    | 61,486                                 | 203,088                                |
| SURPLUS/DEFICIT FROM OUTPUTS                                                           |                                        |                                        |
| OWNERSHIP EXPENSES                                                                     | 13,775,913                             | 12,906,725                             |
| <b>OPERATING SURPLUS/DEFICIT FROM OUTPUTS</b>                                          | 0                                      | 965,800                                |
|                                                                                        |                                        |                                        |
| <b>NET WORTH</b>                                                                       | 5,596,950                              | 4,514,168                              |
|                                                                                        |                                        |                                        |
| CASH FLOWS FROM OPERATING ACTIVITIES                                                   | 487,204                                | 733,977                                |
| CASH FLOWS FROM INVESTING ACTIVITIES                                                   | (115,500)                              | (88,199)                               |
| CASH FLOWS FROM FINANCING ACTIVITIES                                                   | 115,500                                | 73,756                                 |
| CHANGE IN CASH BALANCES                                                                | 487,204                                | 719,534                                |

| <b>FINANCIAL PERFORMANCE RATIO</b>   | <b>2013/14<br/>BUDGET<br/>%</b> | <b>2012/13<br/>ACTUAL<br/>%</b> |
|--------------------------------------|---------------------------------|---------------------------------|
| CURRENT ASSETS : CURRENT LIABILITIES | 252                             | 135                             |
| TOTAL ASSETS : TOTAL LIABILITIES     | 497                             | 264                             |

## MAINTENANCE OF CAPABILITY

|                                               | 2013/14<br>BUDGET | 2012/13<br>ACTUAL |
|-----------------------------------------------|-------------------|-------------------|
| <b>HUMAN CAPITAL MEASURES</b>                 |                   |                   |
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYEED    | 220               | 216               |
| <b>STAFF TURNOVER (%)</b>                     | 7%                | 7%                |
| MANAGERS                                      | 1%                | 1%                |
| PROFESSIONAL AND TECHNICAL STAFF              | 4%                | 4%                |
| CLERICAL AND LABOURER STAFF                   | 2%                | 2%                |
| <b>AVERAGE LENGTH OF STAY</b>                 |                   |                   |
| MANAGERS                                      |                   |                   |
| PROFESSIONAL AND TECHNICAL STAFF              |                   |                   |
| CLERICAL AND LABOURER STAFF                   |                   |                   |
| <b>CHANGES TO PERSONNEL MANAGEMENT SYSTEM</b> |                   |                   |

|                                             | 2013/14<br>BUDGET | 2012/13<br>ACTUAL |
|---------------------------------------------|-------------------|-------------------|
| <b>PHYSICAL CAPITAL MEASURES</b>            |                   |                   |
| VALUE OF TOTAL ASSETS                       | \$7,007,526       | \$7,261,984       |
| ASSET REPLACEMENTS : TOTAL ASSETS           | 1.6%              | .002%             |
| BOOK VALUE OF ASSETS : COST OF THOSE ASSETS | 53%               | 58%               |
| DEPRECIATION : CASH FLOW ON ASSET PURCHASES | 174%              | 116%              |
| CHANGES TO ASSET MANAGEMENT POLICES         |                   |                   |

| <b>MAJOR NEW ENTITY CAPITAL EXPENDITURE<br/>FOR THE YEAR</b> | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>ACTUAL<br/>\$ 000's</b> |
|--------------------------------------------------------------|----------------------------------------|----------------------------------------|
| Vehicles                                                     | 60,000                                 |                                        |
| Computers                                                    | 30,500                                 |                                        |
| Inventory for Shelters                                       | 10,000                                 |                                        |
| Office Equipment                                             | 15,000                                 |                                        |

| <b>MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br/>BUT NOT COMPLETED IN PREVIOUS YEARS</b> | <b>ANTICIPATED PROJECT STATUS<br/>AS AT 1st JULY 2013</b> |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------|
|                                                                                              |                                                           |



## RISK MANAGEMENT

| KEY RISKS FACED BY<br>MINISTRY/PORTFOLIO                                    | CHANGED IN STATUS<br>FROM 2012/13 | ACTIONS TO MANAGE RISK                                                                                                                                       | FINANCIAL<br>VALUE OF RISK |
|-----------------------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Management of shelters and securing of the people in the shelters           | No change                         | The Department of Children and Family Services train shelter wardens to provide shelter to persons in the Cayman Community in Grand Cayman during disasters. |                            |
| Safety of Social Work staff and community Care Workers.                     | No change                         | Provide ongoing advice to the staff about using safety techniques when making home visits. (e.g. radios, cell phones, travel in pairs).                      |                            |
| Social workers transporting clients in their private vehicles.              | No change                         | Provision of Government owned vehicles.                                                                                                                      |                            |
| Increased demand for services given current social and economic conditions. | No change                         | Requests submitted for additional funds to fill vacant positions in order to provide adequate levels of service.                                             |                            |
| Staff burnout due to unacceptably high caseloads.                           | No change                         | Requests submitted for additional funds to fill vacant positions in order to provide adequate levels of service.                                             |                            |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| <b>EQUITY MOVEMENT</b>                                                                                        | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>ACTUAL<br/>\$ 000's</b> |
|---------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| EQUITY INVESTMENT FROM CABINET INTO THE MINISTRY OF<br>HOME AND COMMUNITY AFFAIRS – COMMUNITY AFFAIRS         | 115,500                                | 73,756                                 |
| CAPITAL (EQUITY) WITHDRAWAL BY CABINET FROM THE MINISTRY<br>OF HOME AND COMMUNITY AFFAIRS – COMMUNITY AFFAIRS |                                        |                                        |

## PART B

# OUTPUT PERFORMANCE

## 5. OUTUTS TO BE DELIVERED

| CFS 1                                                                                                                                                                                                                                                                                                                                                                                   | Policy Advice on Matters Relating to Social Services | \$26,872                  |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------|---------------------------|
| <b>Description</b><br>Provide policy advice to the Minister of Community Affairs, Gender and housing on matters relating to Social Services including: <ul style="list-style-type: none"><li>• Policy Papers</li><li>• Drafting Responses to Parliamentary/Supplementary Questions</li><li>• Drafting Legislative bills</li><li>• Briefing Notes</li><li>• Attending Meetings</li></ul> |                                                      |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                         |                                                      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>ACTUAL</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of meetings attended</li><li>• Number of policy papers prepared</li></ul>                                                                                                                                                                                                                                                |                                                      | 15-20<br>8-12             | 24<br>11                  |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Meetings will be attended by professionals, knowledgeable on the subject matter</li><li>• Policy papers subjected to peer review by professional and experienced personnel and signed off by Director or Deputy</li></ul>                                                                                                        |                                                      | 100%<br>100%              | 100%<br>100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• Meetings will be attended as scheduled</li><li>• Policy papers will be provided within the time frame agreed</li></ul>                                                                                                                                                                                                        |                                                      | 100%<br>100%              | 100%<br>100%              |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                         |                                                      | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                             |                                                      | <b>\$26,872</b>           | <b>\$137,929</b>          |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                          |                                                      |                           |                           |

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| <b>CFS 5</b>                                                                                                                                                                                                                                                                   | <b>Public Education on Social Issues</b> | <b>\$117,652</b>          |
| <b>Description</b><br>Provision of Public education through presentations, workshops and meetings on social issues.                                                                                                                                                            |                                          |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                | <b>2012/13<br/>ACTUAL</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of workshops delivered</li> <li>Number of presentations / meetings held</li> </ul>                                                                                                                               | 3-5<br>15-25                             | 3<br>22                   |
| <b>Quality</b><br>Workshops, presentations and meetings held will be delivered by skilled and knowledgeable personnel in the subject area                                                                                                                                      | 100%                                     | 100%                      |
| <b>Timeliness</b><br>All will be delivered as scheduled                                                                                                                                                                                                                        | 100%                                     | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                              | 100%                                     | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                    | <b>\$117,652</b>                         | <b>\$144,986</b>          |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all |                                          |                           |

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| <b>CFS 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Residential Care Services for Children and Young Adults with Disabilities</b> | <b>\$768,018</b>                                                                                                                                           |
| <b>Description</b><br>Provision of 24 hour care for children and young adults with disabilities, including: <ul style="list-style-type: none"> <li>• Personal care grooming and bathing</li> <li>• Basic nursing care including feeding, medications, observation and monitoring care</li> <li>• School supervision</li> <li>• Day care activities for social stimulation</li> <li>• Close supervision to ensure safety</li> <li>• Physical development exercises</li> </ul>                                                                                                                                       |                                                                                  |                                                                                                                                                            |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of feedings</li> <li>• Number of personal care</li> <li>• Number of school supervision</li> <li>• Number of day care activities</li> <li>• Number physical development activities</li> </ul><br><b>Quality</b><br>All care and services are provided with client's individualized care plans; documented and done by trained and experienced care givers<br><br><b>Timeliness</b><br>Services will be provided daily on 3-8 hour shifts<br><br><b>Location</b><br>Maple House, George Town, Grand Cayman<br><br><b>Cost</b> |                                                                                  | <b>2013/14<br/>Budget</b><br><br>6,000-7,000<br>15,000-16,500<br>40-60<br>800-1,200<br>350-500<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$768,018</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                  | <b>2012/13<br/>ACTUAL</b><br><br>6,946<br>16,215<br>48<br>1,169<br>498<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$621,495</b>                         |
| <b>Related Broad Outcomes</b><br>3. A more Secure Community<br>4. A more Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                     |                                                                                  |                                                                                                                                                            |

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| <b>CFS 9</b>                                                                                                                                                                                                                                                                                                                                                                     | <b>Provision of Reports</b>  | <b>\$471,274</b>             |
| <b>Description</b><br>Provision of reports to the following: <ul style="list-style-type: none"> <li>• Grand and Summary Courts: Youth and Custody matters</li> <li>• Youth Court: Criminal matters</li> <li>• Family Court: Care and Protection matters</li> <li>• Maintenance Court: Means Assessment</li> <li>• International Agencies on adoption and other issues</li> </ul> |                              |                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                  | <b>2013/14<br/>Budget</b>    | <b>2012/13<br/>ACTUAL</b>    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of reports provided to the Court</li> <li>• Number of reports to International agencies</li> </ul>                                                                                                                                                                                                               | 400-500<br>2-4               | 495<br>3                     |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Court reports prepared by a Social Worker knowledgeable in the subject area, vetted and signed off by Supervisor or Social Work Manager.</li> <li>• Reports prepared by Social Worker knowledgeable in the subject area, vetted and signed off by Social Work Manager or Director.</li> </ul>                            | 100%<br>100%                 | 100%<br>100%                 |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Custody and adoption reports: 12 weeks after assignment</li> <li>• Criminal and care matters: 14-21 days after Court Order</li> <li>• Means assessment reports: within three weeks of assignment</li> <li>• International Reports completed within six weeks of assignment</li> </ul>                                 | 100%<br>100%<br>100%<br>100% | 100%<br>100%<br>100%<br>100% |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                | 100%                         | 100%                         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                      | <b>\$471,274</b>             | <b>\$471,348</b>             |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                   |                              |                              |

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| <b>CFS 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Placement and Supervision of Abused Children</b> | <b>\$314,162</b>                                                                                                                 |
| <b>Description</b><br>Investigation, placement and supervision of children who are the victims of abuse including: <ul style="list-style-type: none"> <li>• Assessment of referrals/reports received</li> <li>• Liaison with Family Support Unit(FSU)</li> <li>• Conduct investigations with FSU</li> <li>• Prepare and apply for Emergency Protection Orders (EPO)</li> <li>• Arrange and conduct interviews with relevant persons</li> <li>• Identify and arrange placement for victims</li> <li>• Arrange case conferences</li> <li>• Prepare reports for Court</li> <li>• Accompany victims to Court</li> <li>• Obtain and execute Court Orders</li> </ul>                                                                                                                                                                                                                                                                                                                         |                                                     |                                                                                                                                  |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of EPO applications</li> <li>• Number of Court sessions attended</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Level of Social Workers intervention based on the Department of Children and Family Services criteria for assessment of risk factors associated with child abuse and or neglect investigation, response time frame and interaction with client, family members and other significant agencies.</li> <li>• EPO are prepared in accordance with Children Law and signed off by Magistrates.</li> <li>• Investigations carried out by qualified Social Workers</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Investigations conducted within 24 hours of report</li> <li>• Cases brought before the Court within 8 days of issuing EPO in accordance with Children Law</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                                                     | <b>2013/14<br/>Budget</b><br><br>8-10<br>375-450<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br>100%<br><br>100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                     | <b>2012/13<br/>ACTUAL</b><br><br>N/A<br>449<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br>100%<br><br>100%                  |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                     |                                                                                                                                  |



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| <b>CFS 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Foster Care Services</b> | <b>\$174,193</b>          |
| <b>Description</b><br>Provision of foster care services including: <ul style="list-style-type: none"> <li>Recruitment (inspections, interviews and approvals)</li> <li>Training/Counselling (individual and/or group)</li> <li>Supervision, support and monitoring of foster families</li> </ul>                                                                                                                                                                                                                                                                                                         |                             |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of training sessions delivered</li> <li>Number of counselling sessions delivered</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Training/counselling sessions will be conducted by professional and knowledgeable facilitators qualified in subject area</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Counselling sessions provided monthly for each foster parent</li> <li>Training delivered bi-annually</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>   | <b>2012/13<br/>ACTUAL</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1-3                         | 1                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 65-75                       | 68                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$174,193</b>            | <b>\$75,277</b>           |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                           |                             |                           |

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| <b>CFS 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Adoption Services</b> | <b>\$99,803</b>                                                                                                       |
| <b>Description</b><br>Provision of adoption services through: <ul style="list-style-type: none"> <li>• Adoption Board Secretariat Services</li> <li>• Meeting and assessment of prospective adopters to determine eligibility</li> <li>• Preparation of Home Study and 3 month Court Supervision reports</li> <li>• Review applications and relevant documentation</li> <li>• Prepare case for review by Adoption Board</li> <li>• Preparation of documents for Court</li> <li>• Attendance at Court</li> <li>• Final documents delivered by hand to respective agencies and client</li> </ul>                                                                                                                                      |                          |                                                                                                                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of counselling sessions delivered</li> <li>• Number of Adoption Board meetings serviced</li> <li>• Number of reports completed</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Meetings attended by Appointed Secretary of Adoption Board</li> <li>• Counselling sessions delivered in keeping with best social work practice</li> <li>• Adherence to established guidelines as set by the Adoption Law</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Attend Adoption Board meetings monthly</li> <li>• Counselling sessions as scheduled with clients</li> </ul> <b>Location</b><br>Grand Cayman |                          | <b>2013/14<br/>Budget</b><br><br>80-120<br>10-12<br>30-35<br><br>100%<br>100%<br>100%<br><br>100%<br>100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                          | <b>2012/13<br/>ACTUAL</b><br><br>110<br>11<br>31<br><br>100%<br>100%<br>100%<br><br>100%<br>100%<br><br>100%          |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          | <b>\$99,803</b><br><br><b>\$111,152</b>                                                                               |
| <b>Related Broad Outcomes</b><br><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                          |                                                                                                                       |

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| <b>CFS 14</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Celebration of Child Month</b> | <b>\$57,688</b>           |
| <b>Description</b><br>Promotion and celebration of Child Month including: <ul style="list-style-type: none"> <li>• Chairing of the Child Month Committee</li> <li>• Monitoring sub-committees and activities</li> <li>• Collaboration and Liaising with other Government agencies, NGOs and private sector persons</li> <li>• Public education through presentations and multi-media</li> <li>• Assist with planning and execution of activities</li> <li>• Attend child month events</li> </ul>                                                                                                                                                                                                                                       |                                   |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of events held</li> <li>• Number of committee meetings chaired/attended</li> <li>• Number of presentations delivered</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Events and activities are held as agreed with the Committees</li> <li>• Committee is chaired and presentations conducted by persons knowledgeable on subject matter</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Events are held in May</li> <li>• Committee meetings held January to May on a monthly basis</li> <li>• Presentations carried out as scheduled</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>         | <b>2012/13<br/>ACTUAL</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 45-65                             | 60                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 20-25                             | 22                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 20-25                             | 24                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$57,688</b>                   | <b>\$54,428</b>           |
| <b>Related Broad Outcomes</b><br><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                   |                           |

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| <b>CFS 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Community Development Services</b>  | <b>\$433,081</b>          |
| <b>Description</b><br>Provision of advice and guidance on social problems to the community enabling them to identify and develop strategies to address their needs. This will be achieved through: <ul style="list-style-type: none"> <li>• Organising and/or facilitating community group meetings</li> <li>• Networking with relevant individuals and agencies to obtain technical, financial and other forms of support deemed necessary</li> </ul> Assisting and supporting programmes and events including: <ul style="list-style-type: none"> <li>• After-School programs</li> <li>• Senior citizens programs and events</li> <li>• Community events</li> </ul> |                                        |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2013/14<br/>Budget</b>              | <b>2012/13<br/>ACTUAL</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of meetings held or attended</li> <li>• Number of after-school sessions supported</li> <li>• Number of Senior Citizens events delivered</li> <li>• Number of Community events supported</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                    | 250-275<br>150-200<br>150-175<br>20-50 | 258<br>191<br>163<br>N/A  |
| <b>Quality</b><br>Meetings facilitated by persons knowledgeable in subject areas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                   | 100%                      |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Meetings held/attended as scheduled</li> <li>• After-school sessions delivered/supported according to established timeframe</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%<br>100%                           | 100%<br>100%              |
| <b>Location</b> <ul style="list-style-type: none"> <li>• Meetings- Cayman Islands</li> <li>• After-school sessions- East End and George Town, Grand Cayman</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%<br>100%                           | 100%<br>100%              |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>\$433,081</b>                       | <b>\$340,357</b>          |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                        |                                        |                           |

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| <b>CFS 28</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Social Work Intervention Services</b> | <b>\$1,713,526</b>                                                                                                                                 |
| <b>Description</b><br>Provision of social work intervention services including : <ul style="list-style-type: none"> <li>• Advocacy for clients</li> <li>• Counseling sessions involving: problem-solving and self-empowerment</li> <li>• Mediation and conflict resolution sessions</li> <li>• Case management including supervision, monitoring clients, case conferences, home, school and facility visits, after care services for young adults leaving care</li> <li>• Overseas travel with clients</li> </ul>                                                                                                             |                                          |                                                                                                                                                    |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of counselling sessions delivered</li> <li>• Number of visits conducted</li> <li>• Number of mediation/conflict resolution sessions delivered</li> <li>• Number of case conferences conducted</li> </ul><br><b>Quality</b><br>Services provided in keeping with Department's Standards of Practice for Social Work in the Cayman Islands<br><br><b>Timeliness</b><br>Social work services offered during normal working hours and after hours where required.<br><br><b>Location</b><br>Grand Cayman and Cayman Brac<br><br><b>Cost</b> |                                          | <b>2013/14<br/>Budget</b><br><br>1,550-1,750<br>1,300-1,500<br>90-110<br>200-250<br><br>100%<br><br>100%<br><br>100%<br><br><br><b>\$1,713,526</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                          | <b>2012/13<br/>ACTUAL</b><br><br>1,728<br>1,309<br>103<br>232<br><br>100%<br><br>100%<br><br>100%<br><br><br><b>\$2,039,985</b>                    |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                 |                                          |                                                                                                                                                    |

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| <b>CFS 30</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Care and Services for Elderly and Adult Disabled Persons</b> | <b>\$3,669,339</b>    |
| <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                 |                       |
| In-home, residential and day care services provided for indigent elderly and adult disabled persons. This care is administered to persons who are in failing health or are bed bound and require constant care. Services include the following:                                                                                                                                                                                                                       |                                                                 |                       |
| <ul style="list-style-type: none"> <li>• Personal care (e.g. bathing, grooming)</li> <li>• Basic nursing care (e.g. administering medication, wound care, blood pressure monitoring);</li> <li>• Social stimulation (e.g. arts and crafts, reminiscing and community outings);</li> <li>• Close supervision to ensure safety</li> <li>• Physical therapy activities</li> <li>• Housekeeping services (e.g. cooking, cleaning)</li> <li>• Assisted feedings</li> </ul> |                                                                 |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2013/14 Budget</b>                                           | <b>2012/13 Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                 |                       |
| • Number of personal care services delivered                                                                                                                                                                                                                                                                                                                                                                                                                          | 100,000-150,000                                                 | 139,579               |
| • Number of day care activities conducted                                                                                                                                                                                                                                                                                                                                                                                                                             | 1,200-1,400                                                     | 1,376                 |
| • Number of daily social stimulation activities delivered                                                                                                                                                                                                                                                                                                                                                                                                             | 5,000-6,000                                                     | 5,210                 |
| • Number of scheduled medications administered                                                                                                                                                                                                                                                                                                                                                                                                                        | 150,000-180,000                                                 | 158,349               |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                 |                       |
| • Services provided by trained, experienced care givers                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                                            | 100%                  |
| • All care is documented for residential and day care                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                            | 100%                  |
| • Care provided in accordance with client's individualized care plans                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                            | 100%                  |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                 |                       |
| • Residential care: three 8 hour shifts                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                                            | 100%                  |
| • In –home care: 2 to 8 hours shifts Monday to Fridays                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                            | 100%                  |
| • Day Care – 5 days per week, 7:30am to 4:30pm Mondays to Fridays                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                                            | 100%                  |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                 |                       |
| Residential Homes: Golden Age Home- West Bay; East End Sunrise Cottage; Kirkconnell Community Care Centre/Tibbetts Annex- Cayman Brac; Adult Day Care Centre- West Bay; Clients private homes - Cayman Brac                                                                                                                                                                                                                                                           | 100%                                                            | 100%                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>\$3,669,339</b>                                              | <b>\$3,526,003</b>    |
| <b>Related Broad Outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                 |                       |
| 3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                 |                       |
| 4. A More Efficient, Accessible and Affordable Public Service                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                 |                       |
| 6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                 |                       |
| 8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                 |                       |
| 12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                              |                                                                 |                       |



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| <b>DCS 15</b>                                                                                                                                                                                                                                                                                                                                                                    | <b>Individual, Couples, Family and Group Therapy</b> | <b>\$401,962</b>           |
| <b>Description</b><br>Provision of Individual, couples, family and group therapy to residents of Grand Cayman requiring assistance with a variety of life challenges including: <ul style="list-style-type: none"> <li>• Drug and Alcohol Issues/Co-occurring disorders</li> <li>• Family and Relationship Problems/Issues related to personal growth and development</li> </ul> |                                                      |                            |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                  | <b>2013/14<br/>Budget</b>                            | <b>2012/13<br/>Actual</b>  |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of intake hours offered</li> <li>• Number of clinical sessions offered</li> <li>• Number of hours of group therapy offered</li> </ul>                                                                                                                                                                            | 1,125-1,150<br>3,025-3,050<br>620-650                | 1,205<br>3,025<br>N/A      |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Percentage of clients who report improvement in life areas during the course of treatment</li> <li>• Sessions conducted by skilled and qualified staff</li> <li>• Treatment informed by individualized treatment plan developed in collaboration with client</li> </ul>                                                  | 60-100%<br>100%<br>85-100%                           | 60-100%<br>100%<br>85-100% |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Intake sessions provided each week on a walk-in basis at The Counselling Centre</li> <li>• Individual sessions offered Monday to Friday as scheduled with clients with the exception of statutory holidays</li> <li>• Group sessions available during evening and daytime hours, Monday through Friday</li> </ul>     | 90-100%<br>100%<br>90-100%                           | 90-100%<br>100%<br>90-100% |
| <b>Location</b> <ul style="list-style-type: none"> <li>• Grand Cayman</li> <li>• The Counselling Centre</li> <li>• HMP Northward, Fairbanks – Intake and Group sessions only</li> </ul>                                                                                                                                                                                          | 100%<br>100%<br>100%                                 | 100%<br>100%<br>100%       |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                      | <b>\$401,962</b>                                     | <b>\$588,952</b>           |
| <b>Related Broad Outcomes:</b> <ul style="list-style-type: none"> <li>2. A Work-Ready and Globally Competitive Workforce</li> <li>3. A more Secure Community</li> <li>6. A Fit and Healthy Population</li> <li>12. Equity and Justice in a Society that Values the Contributions of all</li> </ul>                                                                               |                                                      |                            |



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| <b>DCS 16</b>                                                                                                                                                                                                                            | <b>Clinical Assessments and Reports</b> | <b>\$148,242</b>          |
| <b>Description</b><br>Comprehensive clinical assessments completed, and assessment and progress reports prepared to identify treatment goals and track clients progress in treatment.                                                    |                                         |                           |
| <b>Measures</b>                                                                                                                                                                                                                          | <b>2013/14<br/>Budget</b>               | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of clinical assessments</li> <li>Number of reports</li> </ul>                                                                                                              | 200-250<br>235-250                      | 201<br>236                |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Clinical assessments and reports completed by skilled and qualified staff</li> <li>Clinical assessments and reports reviewed by senior management prior to distribution</li> </ul> | 100%<br>90-100%                         | 100%<br>90-100%           |
| <b>Timeliness</b><br>Clinical assessment generated within ten working days of last assessment appointment                                                                                                                                | 75-100%                                 | 75-100%                   |
| <b>Location</b> <ul style="list-style-type: none"> <li>Grand Cayman</li> <li>The Counselling Centre</li> </ul>                                                                                                                           | 100%<br>100%                            | 100%<br>100%              |
| <b>Cost</b>                                                                                                                                                                                                                              | <b>\$148,242</b>                        | <b>\$180,706</b>          |
| <b>Related Broad Outcomes</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all         |                                         |                           |

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| <b>DCS 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Driving Under the Influence Programme</b>                                                                         | <b>\$78,745</b>                                                                                       |
| <b>Description</b><br>Provision of six-session Driving Under the Influence (DUI) Programme to court-referred clients resident in the Cayman Islands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                      |                                                                                                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of DUI Programme placements offered</li> <li>Number of reports completed</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Increase in knowledge and awareness of programme graduates around effects of alcohol use in general and the impact of alcohol use on driving ability specifically</li> <li>Programme delivered by trained staff</li> <li>Reports sent to Court on each client re: client participation and recommendations for further treatment if appropriate</li> </ul><br><b>Timeliness</b><br>Six-week programme offered on a rotational basis throughout the year to address referrals from Court<br><b>Location</b> <ul style="list-style-type: none"> <li>The Counselling Centre – Grand Cayman</li> <li>Brac Haven Sister Islands Counselling Centre – Cayman Brac</li> </ul><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>125<br>65-75<br><br>70-100%<br><br>100%<br>100%<br><br>100%<br><br>100%<br><br>100% | <b>2012/13<br/>Actual</b><br><br>135<br>69<br><br>70-100%<br><br>100%<br>100%<br><br>100%<br><br>100% |
| <b>Related Broad Outcomes</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                      |                                                                                                       |

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| <b>DCS 18</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Male Residential Substance Abuse Treatment Programme</b> | <b>\$582,262</b>      |
| <b>Description</b><br>Gender-specific programme for male age 18 years and over providing individualised residential substance abuse treatment within a therapeutic community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                             |                       |
| <b>Measures</b><br><br><b>Quantity</b><br>Minimum number of residential placements for men provided within the treatment programme<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>• Collaborative treatment plan developed with client stating individualised treatment goals in client's own language for each stage of their treatment</li> <li>• Discharge summaries completed for every client upon discharge</li> <li>• Assessment tools completed on each client prior to transition from orientation stage</li> <li>• Outgoing reports reviewed by senior management prior to distribution</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Client oriented to residential treatment rules and expectations prior to transition from orientation stage</li> <li>• Support team development initiated for each client prior to transition to re-entry stage of treatment</li> <li>• Discharge summaries completed for every client within 3 days</li> </ul> <b>Location</b><br>Caribbean Haven Residential Centre – Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                       | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 216                                                         | 216                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 80-100%                                                     | 80-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 80-100%                                                     | 80-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 90-100%                                                     | 90 -100%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 95-100%                                                     | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 90-100%                                                     | 90 -100%              |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                        | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>\$582,262</b>                                            | <b>\$522,440</b>      |
| <b>Related Broad Outcomes</b><br>2.A Work-Ready and Globally Competitive Workforce<br>3. A more Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                             |                       |

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| <b>DCS 19</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Public Awareness Initiatives</b> | <b>\$158,496</b>          |
| <b>Description</b><br>Organize, deliver and/or participate in public awareness campaigns, media appearances or events that raise awareness on topics such as domestic abuse, gender violence, teen pregnancy prevention, parenting and gender socialization issues, drug and alcohol issues, co-occurring disorders and other relevant topics. Public Awareness Campaigns include Honouring Women Month, Clothesline Project, 16 Days of Activism Against Gender Violence, Recovery Month etc. |                                     |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>           | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of public awareness campaigns</li> <li>Number of media events</li> <li>Number of newsletters produced and distributed</li> <li>Number of other public relation events participated in to raise awareness</li> </ul>                                                                                                                                                                                                              | 9-10<br>45-<br>50<br>12<br>10-12    | 8<br>41<br>12<br>8        |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Accurate and relevant information is provided by qualified and trained professionals</li> <li>Public awareness campaigns utilize various mediums</li> </ul>                                                                                                                                                                                                                                                                              | 100%<br>100%                        | 100%<br>100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Newsletter published monthly</li> <li>Public Awareness Campaigns throughout the year</li> </ul>                                                                                                                                                                                                                                                                                                                                       | 100%<br>100%                        | 100%<br>100%              |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$158,496</b>                    | <b>\$100,196</b>          |
| <b>Related Broad Outcomes:</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                              |                                     |                           |

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| <b>DCS 21</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Non-Medical Detoxification Services</b> | <b>\$272,418</b>      |
| <b>Description</b><br>Provision of specialised treatment programme to provide non-medical detoxification services for men and women involving screening for withdrawal potential; non-medical withdrawal and relapse management; and initial clinical assessment of clients experiencing substance abuse problems.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                            |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Minimum number of placements available for the provision of non-medical detoxification programme at the Withdrawal Management Unit in the Men's centre</li> <li>Minimum number of placements available for the provision of non-medical detoxification programme at the Withdrawal Management Unit in the Women's centre</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Assessment conducted by skilled and qualified staff</li> <li>Transition plan to identify appropriate level of care developed for all clients completing detoxification programme</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Access to programme available 7 days per week</li> <li>Initial assessment conducted to determine treatment readiness and appropriate level of treatment within 3 – 7 days of admission</li> <li>Written transition summary to be completed within 24 hours of transition conference</li> </ul> <b>Location</b><br>Caribbean Haven Residential Centre – Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b>                      | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 24                                         | 24                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 12                                         | 12                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 95-100%                                    | 75-100%               |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>\$272,418</b>                           | <b>\$186,401</b>      |
| <b>Related Broad Outcomes</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A more Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                            |                       |

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| <b>DCS 22</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Female Residential Substance Abuse Treatment Programme</b> | <b>\$351,076</b>      |
| <b>Description</b><br>Gender-specific programme for female's age 18 years and over providing individualised residential substance abuse treatment within a therapeutic community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                               |                       |
| <b>Measures</b><br><br><b>Quantity</b><br>Minimum number of residential placements for women provided within the treatment programme<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>• Collaborative treatment plan developed with client stating individualized treatment goals in client's own language for each stage of their treatment</li> <li>• Discharge summaries completed for every client upon discharge</li> <li>• Assessment tools completed on each client prior to transition from orientation stage</li> <li>• Outgoing reports reviewed by senior management prior to distribution</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Client oriented to residential treatment rules and expectations prior to transition from orientation stage</li> <li>• Support team development initiated for each client prior to transition to re-entry stage of treatment</li> <li>• Discharge summaries completed for every client within three days</li> </ul> <b>Location</b><br>Caribbean Haven Residential Centre, Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                         | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 108                                                           | 108                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 80-100%                                                       | 80-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 80-100%                                                       | 80-100%               |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 95-100%                                                       | 95-100%               |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 90-100%                                                       | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                                          | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$351,076</b>                                              | <b>\$359,403</b>      |
| <b>Related Broad Outcomes</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A more Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                               |                       |

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| <b>DCS 24</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Treatment Services to Participants in Drug Rehabilitation Court</b> | <b>\$207,590</b>      |
| <b>Description</b><br>Provision of treatment services to offenders referred by the Drug Rehabilitation Court.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                        |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Minimum number of intake hours offered to DRC clients</li> <li>Number of hours of DRC-specific group therapy offered</li> <li>Number of clinical sessions offered to DRC clients</li> <li>Number of DRC pre-court conferences attended</li> <li>Number of clinical assessments and reports completed for DRC</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Percentage of clients who report improvement in life areas during the course of treatment</li> <li>Individualized treatment plans developed in conjunction with client as evidenced by client's signature</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Intake sessions offered to DRC clients on a weekly basis</li> <li>DRC-Specific group sessions offered weekly</li> </ul><br><b>Location</b><br>The Counselling Centre – Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                                  | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 73-75                                                                  | 69                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 145-150                                                                | 131.50                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 500-550                                                                | 503                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 48-50                                                                  | 41                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 70-75                                                                  | 71                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 60-100%                                                                | 60-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 85-100%                                                                | 85-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 90-100%                                                                | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 80-100%                                                                | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                        |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                                   | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$207,590</b>                                                       | <b>\$219,054</b>      |
| <b>Related Broad Outcomes</b><br><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                        |                       |

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| <b>DCS 26</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Policy Advice to the Minister of Home and Community Affairs</b>                                                                     | <b>\$65,910</b>                                                                                                                 |
| <b>Description</b><br>Policy Advice on matters pertaining to the provision of treatment services and therapeutic interventions, including responses to parliamentary questions, cabinet papers and speaking notes.                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                        |                                                                                                                                 |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Reports, written or verbal, responses and advice provided to the Ministry</li> <li>• Number of meetings attended</li> <li>• Number of parliamentary questions, cabinet papers and speaking notes drafted</li> </ul><br><b>Quality</b><br>Information provided based on research and best practice guidelines<br><br><b>Timeliness</b><br>Advice provided in accordance with agreed deadlines with the Ministry<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>5-8<br><br>8-10<br><br>4-6<br><br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$65,910</b> | <b>2012/13<br/>Actual</b><br><br>8<br><br>9<br><br>5<br><br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$87,288</b> |
| <b>Related Broad Outcomes</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                         |                                                                                                                                        |                                                                                                                                 |



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| <b>DCS 27</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Family Programmes</b> | <b>\$240,634</b>                                                                                         |
| <b>Description</b> <ul style="list-style-type: none"> <li>Provision of Family Skills Programmes designed to enhance parenting skills and build more nurturing, supportive and stable families.</li> <li>Facilitation of Family Skills Sessions to provide access to on-going support and interventions for families.</li> </ul>                                                                                                                                                                                           |                          |                                                                                                          |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Family Skills Programmes offered</li> <li>Number of Family Skills Sessions offered</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Support groups and psycho-educational programmes provided by trained and qualified professionals</li> <li>Number of participants who rate satisfaction with programme three or higher on a scale of 1-5</li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                          | <b>2013/14<br/>Budget</b><br><br>6-8<br>12-14<br><br>100%<br>80-100%<br><br>100%<br><br><b>\$240,634</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                          | <b>2012/13<br/>Actual</b><br><br>6<br>10<br><br>100%<br>80-100%<br><br>100%<br><br><b>\$190,863</b>      |
| <b>Related Broad Outcomes</b><br><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                      |                          |                                                                                                          |

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| <b>DCS 28</b>                                                                                                                                                                                                                                                                                        | <b>Workshops and Presentations</b> | <b>\$148,425</b>          |
| <b>Description</b><br>Delivery of education via workshops and presentations aimed at empowering, educating and increasing the skills of participants on topics such as healthy relationships, violence prevention, drug and alcohol issues, co-occurring disorders, and gender socialization issues. |                                    |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                      | <b>2013/14<br/>Budget</b>          | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of workshops offered</li> <li>Number of presentations offered</li> </ul>                                                                                                                                                               | 23-25<br>35-40                     | 19<br>37                  |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Workshops or presentations are delivered by qualified professionals</li> <li>Participants who rate workshop or presentation three or higher on a scale of 1-5</li> </ul>                                                                       | 100%<br>80-100%                    | 100%<br>80-100%           |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                    | 100%                               | 90-100%                   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                          | <b>\$148,425</b>                   | <b>\$179,432</b>          |
| <b>Related Broad Outcomes:</b> <ul style="list-style-type: none"> <li>2. A Work-Ready and Globally Competitive Workforce</li> <li>3. A More Secure Community</li> <li>6. A Fit and Healthy Population</li> <li>12. Equity and Justice in a Society that Values the Contributions of all</li> </ul>   |                                    |                           |

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| <b>DCS 29</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Family Intervention and Victim Advocacy</b> | <b>\$127,956</b>          |
| <b>Description</b> <ul style="list-style-type: none"> <li>• Crisis intervention and assessment of the needs of victims of family violence to ensure appropriate referrals to community resources, and emotional support and guidance to victims throughout various stages</li> <li>• Referral of individuals/families to appropriate community resources</li> <li>• Facilitation of the Domestic Violence Intervention Training Programme (DVITP) for Police Officers, Social Workers and other front line professionals</li> <li>• Coordination of the Legal Befriender Service</li> </ul> |                                                |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>2013/14<br/>Budget</b>                      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Minimum number of hours of crisis and family intervention services offered</li> <li>• Number of DVITP training sessions facilitated</li> <li>• Number of coordinated sessions of Legal Befriender Service</li> </ul>                                                                                                                                                                                                                                                                                                               | 950-1,000<br>3-5<br>100-105                    | 1,100<br>3<br>101         |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Family and crisis intervention services and referrals provided on a standardised schedule by qualified and supervised professionals</li> <li>• DVITP provided by qualified, trained facilitators who receive supervision</li> <li>• Advice provided through Legal Befriender Service is delivered by qualified attorneys</li> </ul>                                                                                                                                                                                                 | 100%<br>100%<br>100%                           | 100%<br>100%<br>100%      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$127,956</b>                               | <b>\$120,788</b>          |
| <b>Related Broad Outcome:</b> <ul style="list-style-type: none"> <li>2. A Work-Ready and Globally Competitive Workforce</li> <li>3. A More Secure Community</li> <li>6. A Fit and Healthy Population</li> <li>12. Equity and Justice in a Society that Values the Contributions of all</li> </ul>                                                                                                                                                                                                                                                                                           |                                                |                           |

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| <b>DCS 31</b>                                                                                                                                                                                                                         | <b>Community Based Treatment Services for Adolescents</b> | <b>\$166,967</b>          |
| <b>Description</b><br>Provision of community based treatment services to adolescents who require individual, group and family therapy in order to modify or change substance misuse, criminal offending and other at-risk behaviours. |                                                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                       | <b>2013/14<br/>Budget</b>                                 | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of clinical sessions offered</li> <li>Number of group sessions offered</li> </ul>                                                                                       | 450-500<br>25-30                                          | 559<br>31                 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Sessions conducted by skilled and qualified staff</li> <li>Treatment informed by individualised treatment plan developed in collaboration with clients</li> </ul>               | 100%<br>85-100%                                           | 100%<br>85                |
| <b>Timeliness</b><br>Initial appointment offered within 10 working days of completed intake                                                                                                                                           | 80-100%                                                   | 90%                       |
| <b>Location</b><br>The Counselling Centre, Grand Cayman                                                                                                                                                                               | 100%                                                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                           | <b>\$166,967</b>                                          | <b>\$271,054</b>          |
| <b>Related Broad Outcomes</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all      |                                                           |                           |

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| <b>DCS 32</b>                                                                                                                                                                                                                                                                                       | <b>Adolescent Parents Services</b> | <b>\$228,015</b>          |
| <b>Description</b> <ul style="list-style-type: none"> <li>Provision of psycho-educational and experiential parent programme to support the personal, social and/or life-skills growth of young parents</li> <li>Familial intervention to facilitate basic baby care and child well-being</li> </ul> |                                    |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>          | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Minimum number of placements offered to young parents</li> <li>Number of young parent education hours offered</li> </ul>                                                                                                                     | 80<br>1,025-1,050                  | 72<br>519                 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Percentage of young parents who have individualised support plans developed</li> <li>Coordination of care with partner agencies for programme participants</li> <li>Sessions in compliance with agency curriculum</li> </ul>                  | 90-100%<br>100%<br>100%            | 95%<br>100%<br>100%       |
| <b>Timeliness</b><br>Twelve week programme offered on a rotational basis throughout the school year                                                                                                                                                                                                 | 100%                               | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                   | 100%                               | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                         | <b>\$228,015</b>                   | <b>\$195,159</b>          |
| <b>Related Broad Outcomes</b> <ul style="list-style-type: none"> <li>2. A Work-Ready and Globally Competitive Workforce</li> <li>3. A More Secure Community</li> <li>6. A Fit and Healthy Population</li> <li>12. Equity and Justice in a Society that Values the Contributions of all</li> </ul>   |                                    |                           |

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| <b>DCS 33</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Therapeutic Services to Cayman Brac and Little Cayman</b> | <b>\$139,561</b>                                                                                                      |
| <b>Description</b><br>Provision of community-based treatment informed by individualized treatment plans to youth and adult residents of Cayman Brac and Little Cayman requiring assistance with a variety of life challenges including: <ul style="list-style-type: none"> <li>• Drug and alcohol issues/co-occurring disorders</li> <li>• Family and relationship problems/issues related to personal growth and development</li> </ul>                                                                                                                                                                        |                                                              |                                                                                                                       |
| <b>Measures</b><br><br><i><b>Quantity</b></i> <ul style="list-style-type: none"> <li>• Number of hours of therapeutic services offered</li> </ul><br><i><b>Quality</b></i> <ul style="list-style-type: none"> <li>• Percentage of clients who report improvement in life areas during the course of treatment</li> <li>• Treatment informed by individualised treatment plan developed in collaboration with client</li> </ul><br><i><b>Timeliness</b></i><br>Therapeutic services offered weekly<br><i><b>Location</b></i><br>Brac Haven Sister Islands Counselling Centre – Cayman Brac<br><i><b>Cost</b></i> |                                                              | <b>2013/14<br/>Budget</b><br><br>250-275<br><br>60-100%<br>85-100%<br><br>75-100%<br><br>100%<br><br><b>\$139,561</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                              | <b>2012/13<br/>Actual</b><br><br>260<br><br>60-100%<br>85-100%<br><br>75%<br><br>100%<br><br><b>\$86,142</b>          |
| <b>Related Broad Outcomes</b><br>2. A Work-Ready and Globally Competitive Workforce<br>3. A More Secure Community<br>6. A Fit and Healthy Population<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                |                                                              |                                                                                                                       |

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| MCA 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Policy Advice to the Minister of Home and Community Affairs | \$151,624             |
| <b>Description</b><br>The provision of policy and strategic advice to the Minister of Home and Community Affairs (H&CA) and the Cabinet on the Ministry’s Departments, Government Owned Companies, Boards and Committees through the following means: <ul style="list-style-type: none"><li>o production of cabinet papers and notes</li><li>o briefing sessions</li><li>o production of policy reports</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                             |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>• Number of cabinet papers and notes prepared</li><li>• Number of minister’s briefing sessions</li><li>• Number of policy reports prepared</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>• All cabinet papers, notes and reports to be reviewed and approved by the Chief Officer and/or delegate</li><li>• The policy advice should be based on relevant legislation and professional standards</li></ul><br><b>Timeliness</b> <ul style="list-style-type: none"><li>• All policy advice will be given in the timeframe agreed with the Minister of H&amp;CA.</li><li>• Cabinet papers and notes are to be submitted to the Cabinet Office prior to cabinet office deadlines</li></ul><br><b>Location</b><br>Grand Cayman, Cayman Islands<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                       | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 5-10                                                        | 14                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 40-50                                                       | 26                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1-3                                                         | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                        | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                        | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 90-100%                                                     | 90-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 90-100%                                                     | 90-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                        | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$151,624</b>                                            | <b>\$56,758</b>       |
| <b>Related Broad Outcomes</b><br><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                             |                       |

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| <b>MCA 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Ministerial Services and Support</b> | <b>\$582,140</b>              |
| <b>Description</b><br>Provision of services to support the Minister and Cabinet including: <ul style="list-style-type: none"> <li>• Responses to parliamentary questions</li> <li>• Contribution to speeches, briefings, statements, reports and other correspondence</li> <li>• Coordinating events</li> <li>• Freedom of information requests and reports</li> <li>• Contribution to quarterly and annual reports</li> </ul> |                                         |                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>               | <b>2012/13<br/>Actual</b>     |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of responses to parliamentary questions</li> <li>• Number of speeches, mass communications and statements prepared</li> <li>• Number of events coordinated</li> <li>• Number of reports prepared</li> <li>• Number of written correspondences on behalf of the Minister</li> </ul>                                                                             | 1-3<br>10-20<br>1-3<br>2-4<br>80-125    | 0<br>62<br>1<br>6<br>302      |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• All responses to parliamentary questions reviewed and signed off by the Chief Officer or her delegate</li> <li>• All speeches, mass communications, correspondence and statements must be reviewed by the Chief Officer or delegate</li> <li>• All reports will be in accordance with the established legislation or directives</li> </ul>                             | 100%<br>100%<br>100%                    | 100%<br>100%<br>100%          |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Replies and correspondences should be finalized no later than one day prior to due date</li> <li>• Speeches, mass communications, statements, reports, and parliamentary questions submitted to Chief Officer: 1 - 3 working days prior to due date</li> <li>• Events coordinated within the agreed timeframe</li> </ul>                                            | 90-100%<br>90-100%<br>90-100%           | 90-100%<br>90-100%<br>90-100% |
| <b>Location</b><br>George Town, Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                    | 100%                          |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$582,140</b>                        | <b>\$557,897</b>              |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                    |                                         |                               |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                     |                                                                                                               |
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| <b>MCA 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Emergency Response Services</b>                                                                                  | <b>\$20,230</b>                                                                                               |
| <b>Description</b><br>Provision of emergency response services to the National Hazard Management Council and other organizations that require maintaining an adequate level of preparedness.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                     |                                                                                                               |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of meetings, conferences, training sessions and seminars attended</li> <li>Number of Hazard Management plans reviewed, developed and maintained</li> <li>Number of emergency preparedness and response reports prepared</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>In accordance with Hazard Management Cayman Islands (HMCI) and other emergency preparedness plans</li> <li>In accordance with HMCI's established policies and procedures</li> <li>Reports submitted are reviewed by the Chief Officer</li> </ul> <b>Timeliness</b><br>All necessary changes to Hazard Managements plan done within three days of notification | <b>2013/14<br/>Budget</b><br><br>1-5<br><br>1-5<br><br>1-3<br><br><br>95-100%<br><br>100%<br>90-100%<br><br>95-100% | <b>2012/13<br/>Actual</b><br><br>1<br><br>5<br><br>0<br><br><br>95-100%<br><br>100%<br>90-100%<br><br>95-100% |
| <b>Location</b><br>George Town, Grand Cayman<br><br><b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%<br><br><b>\$20,230</b>                                                                                         | 100%<br><br><b>\$27,176</b>                                                                                   |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>5. A Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                     |                                                                                                               |

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| <b>MCA 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Governance of Boards, Government Owned Companies and Tribunals</b> | <b>\$82,694</b>                                                                                                       |
| <b>Description</b><br>The provision of governance, involving meeting and/or reviewing monthly, quarterly, and/or annual reports, to the following Boards and Government Owned Companies: <ul style="list-style-type: none"> <li>Children and Youth Services Foundation (CAYS)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                       |                                                                                                                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of meetings hosted/attended</li> <li>Number of written correspondences to the Board</li> <li>Number of reports prepared/reviewed</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Governance and oversight given to Boards, Government Owned Companies and Tribunals are in compliance with the relevant laws and/or government policy</li> <li>All reports will be in accordance with the established legislation or directives</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Attendance at meetings as required</li> <li>Inquires/reports/correspondences should be completed within the agreed timeframe as assigned by the Chief Officer</li> </ul> <b>Location</b><br>Grand Cayman |                                                                       | <b>2013/14<br/>Budget</b><br><br>7-10<br>10-40<br>10-15<br><br>100%<br><br>100%<br><br>95-100%<br>95-100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                       | <b>2012/13<br/>Actual</b><br><br>15<br>55<br>17<br><br>100%<br><br>100%<br><br>95-100%<br>95-100%<br><br>100%         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                       | <b>\$82,694</b><br><br><b>\$114,660</b>                                                                               |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                       |                                                                                                                       |

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| <b>MCA 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Financial Assistance Support Services</b> | <b>\$133,666</b>          |
| <b>Description</b><br>Provision of administrative services and policy advice to develop/review criteria and manage grants and transfer payments in accordance with Government's policy for: <ul style="list-style-type: none"> <li>o Seamen and Veterans</li> <li>o Community Development Grants: Pines/ NCVO/ Rehoboth Ministries</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   |                                              |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of outputs, grants and transfer payments processed</li> <li>• Number of new applications processed for seamen and veterans</li> <li>• Number of correspondence prepared</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• All payments are accurate and submitted within the agreed timelines</li> <li>• Applications processed meet established criteria</li> <li>• All correspondence must be reviewed by the Chief Officer or delegate</li> </ul> <b>Timeliness</b><br>All payments, applications, and correspondences prepared/processed within the agreed timeline.<br><b>Location</b><br>George Town, Grand Cayman<br><b>Cost</b> | <b>2013/14<br/>Budget</b>                    | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 10,000-16,000                                | 12,393                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 25-50                                        | 46                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1,000-1,200                                  | 905                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 95-100%                                      | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 95-100%                                      | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 95-100%                                      | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$133,666</b>                             | <b>\$164,751</b>          |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                              |                           |

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| MCA 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Collaboration with Key Stakeholders on Social Matters | \$106,750                 |                           |
| <b>Description</b> <ul style="list-style-type: none"><li>Analyse local research findings and develop social policy priorities</li><li>Recommend and participate in research policy and initiatives with a cross-ministerial approach</li><li>Promote and participate in inter-ministerial workshops, presentations and training sessions</li><li>Liaise and collaborate across Ministries and agencies in the development of research, policies, programmes, projects and legislation as necessary</li><li>Ongoing monitoring and evaluation of inter-ministerial policies, programmes, projects and legislation</li></ul> |                                                       |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of workshops, meetings, presentations and training sessions hosted/ attended</li><li>Number of cross-ministerial correspondence prepared</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                            |                                                       | 10-30                     | 75                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                       | 10-25                     | 15                        |
| <b>Quality</b> <ul style="list-style-type: none"><li>Workshops, presentations, and training sessions hosted/attended by qualified personnel</li><li>Correspondence should be reviewed and approved by Chief Officer</li></ul>                                                                                                                                                                                                                                                                                                                                                                                              |                                                       | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                       | 95-100%                   | 95-100%                   |
| <b>Timeliness</b><br>Correspondence, workshops, presentations, and training sessions should be finalized within the timeframe established by the Chief Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                       | 95-100%                   | 95-100%                   |
| <b>Location</b><br>George Town, Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                       | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                       | <b>\$106,750</b>          | <b>\$537,137</b>          |
| <b>Related Broad Outcomes</b><br><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. A Modern, Smart Infrastructure<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                    |                                                       |                           |                           |

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| <b>MCA 8</b>                                                                                                                                                                                                                                                                                                                        | <b>Legislative Drafting Instructions</b> | <b>\$46,508</b>               |
| <b>Description</b><br>Prepare drafting instructions for amendments or development to the following: <ul style="list-style-type: none"> <li>Poor Persons (Relief) Law and Regulations</li> </ul>                                                                                                                                     |                                          |                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>                | <b>2012/13<br/>Actual</b>     |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of drafting instructions prepared</li> <li>Number of legislative documents prepared</li> <li>Number of meetings attended/hosted</li> </ul>                                                                                                                            | 1-3<br>1-3<br>2-5                        | 2<br>10<br>3                  |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Revision to legislation will be adequately research and prepared with the most current and robust information</li> <li>Drafting instructions subject to peer review and signed off by the Chief Officer</li> <li>Meetings held and attended by qualified personnel</li> </ul> | 95-100%<br>95-100%<br>95-100%            | 95-100%<br>95-100%<br>95-100% |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Drafting instructions submitted to Legislative Counsel within the agreed time frames</li> <li>Meetings held within the timeframe established by the Chief Officer</li> </ul>                                                                                               | 95-100%<br>95-100%                       | 95-100%<br>95-100%            |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                     | 100%                                     | 100%                          |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                         | <b>\$46,508</b>                          | <b>\$150,879</b>              |
| <b>Related Broad Outcomes</b> <ul style="list-style-type: none"> <li>3. A More Secure Community</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>8. A Culture of Good Governance</li> <li>12. Equity and Justice in a Society that Values the Contributions of all</li> </ul>                        |                                          |                               |

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| <b>NAU 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Policy Advice on Matters Relating to Needs Assessments</b> | <b>\$23,813</b>                                                                              |
| <b>Description</b><br>Provide policy advice to the Minister of Home and Community Affairs on matters relating to welfare services including: <ul style="list-style-type: none"> <li>• Policy Papers</li> <li>• Drafting Responses to Parliamentary/Supplementary Questions</li> <li>• Drafting Legislative bills</li> <li>• Briefing Notes</li> <li>• Attending Meetings</li> </ul>                                                                                                                                                                                                                                                                                                                                                    |                                                               |                                                                                              |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of meetings attended</li> <li>• Number of policy papers, Parliamentary and supplementary questions, bills and notes prepared</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Meetings will be attended by professionals, knowledgeable on the subject matter</li> <li>• Policy papers subjected to peer review by professional and experienced personnel and signed off by Director or Deputy</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Meetings will be attended as scheduled</li> <li>• Policy papers will be provided within the time frame agreed</li> </ul> <b>Location</b><br>Grand Cayman |                                                               | <b>2013/14<br/>Budget</b><br><br>5-10<br>1-5<br><br><br>100%<br>100%<br><br>100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                               | <b>2012/13<br/>Actual</b><br><br>N/A<br>N/A<br><br>N/A<br>N/A<br><br>N/A<br>N/A              |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                               | <b>\$23,813</b><br><br><b>\$0</b>                                                            |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>6. A Fit and Healthy Population<br>8. A Culture of Good Governance<br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                               |                                                                                              |

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| <b>NAU 2</b>                                                                                                                                                                                                                                                                                                                                           | <b>Social Needs Assessments</b> | <b>\$1,318,499</b>        |
| <b>Description</b><br>Social needs assessments for poor relief, health coverage and temporary relief which include: <ul style="list-style-type: none"> <li>• Initial assessment(intake)</li> <li>• Liaising with relevant agencies and individuals</li> <li>• Home and Institutional visits</li> <li>• Preparing reports</li> </ul>                    |                                 |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                        | <b>2013/14<br/>Budget</b>       | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of poor relief assessments conducted</li> <li>• Number of health care assessments conducted</li> <li>• Number of temporary relief assessments conducted</li> </ul>                                                                                                                     | 135-150<br>450-550<br>800-1,000 | N/A<br>N/A<br>N/A         |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Assessments conducted meeting established Needs Assessment Unit services criteria</li> <li>• All reports vetted and signed off by Supervisor</li> </ul>                                                                                                                                        | 100%<br>100%                    | N/A<br>N/A                |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Poor relief assessments to be conducted within six months of assignment</li> <li>• All other assessments to be conducted within three months of assignment</li> </ul>                                                                                                                       | 100%<br>100%                    | N/A<br>N/A                |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                      | 100%                            | N/A                       |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                            | <b>\$1,318,499</b>              | <b>\$0</b>                |
| <b>Related Broad Outcomes:</b> <ul style="list-style-type: none"> <li>3. A More Secure Community</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>6. A Fit and Healthy Population</li> <li>8. A Culture of Good Governance</li> <li>12. Equity and Justice in a Society that Values the Contributions of all</li> </ul> |                                 |                           |

## 6. PAYMENT ARRANGEMENTS

Cabinet will pay the Ministry of Home and Community Affairs (Community Affairs) for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of Home and Community Affairs (Community Affairs). The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| MONTH        | CFS 1         | CFS 5          | CFS 8          | CFS 9          | CFS 10         | CFS 11         | CFS 12        | CFS14         | CFS 15         | CFS 28           |
|--------------|---------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|----------------|------------------|
|              | \$            | \$             | \$             | \$             | \$             | \$             | \$            | \$            | \$             | \$               |
| July         | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| August       | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| September    | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| October      | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| November     | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| December     | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| January      | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| February     | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| March        | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         |               | 36,090         | 142,794          |
| April        | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         | 25,000        | 36,090         | 142,794          |
| May          | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         | 16,344        | 36,090         | 142,794          |
| June         | 2,239         | 9,804          | 64,002         | 39,273         | 26,180         | 14,516         | 8,317         | 16,344        | 36,090         | 142,794          |
| <b>TOTAL</b> | <b>26,872</b> | <b>117,652</b> | <b>768,018</b> | <b>471,274</b> | <b>314,162</b> | <b>174,193</b> | <b>99,803</b> | <b>57,688</b> | <b>433,081</b> | <b>1,713,526</b> |



| MONTH        | CFS 30<br>\$     | CFS 32<br>\$  | DCS 15<br>\$   | DCS 16<br>\$   | DCS 17<br>\$  | DCS 18<br>\$   | DCS 19<br>\$   | DCS 21<br>\$   | DCS 22<br>\$   |
|--------------|------------------|---------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|
| July         | 305,778          | 7,053         | 33,497         | 12,354         | 15,749        | 48,522         | 13,208         | 22,702         | 29,256         |
| August       | 305,778          | 7,053         | 33,497         | 12,354         |               | 48,522         | 13,208         | 22,702         | 29,256         |
| September    | 305,778          | 7,053         | 33,497         | 12,354         | 15,749        | 48,522         | 13,208         | 22,702         | 29,256         |
| October      | 305,778          | 7,053         | 33,497         | 12,354         |               | 48,522         | 13,208         | 22,702         | 29,256         |
| November     | 305,778          | 7,053         | 33,497         | 12,354         | 15,749        | 48,522         | 13,208         | 22,702         | 29,256         |
| December     | 305,778          | 7,053         | 33,497         | 12,354         |               | 48,522         | 13,208         | 22,702         | 29,256         |
| January      | 305,778          | 7,053         | 33,497         | 12,354         |               | 48,522         | 13,208         | 22,702         | 29,256         |
| February     | 305,778          | 7,053         | 33,497         | 12,354         | 15,749        | 48,522         | 13,208         | 22,702         | 29,256         |
| March        | 305,778          | 7,053         | 33,497         | 12,354         |               | 48,522         | 13,208         | 22,702         | 29,256         |
| April        | 305,778          | 7,053         | 33,497         | 12,354         |               | 48,522         | 13,208         | 22,702         | 29,256         |
| May          | 305,778          | 7,053         | 33,497         | 12,354         | 15,749        | 48,522         | 13,208         | 22,702         | 29,256         |
| June         | 305,778          | 7,053         | 33,497         | 12,354         |               | 48,522         | 13,208         | 22,702         | 29,256         |
| <b>TOTAL</b> | <b>3,669,339</b> | <b>84,636</b> | <b>401,962</b> | <b>148,242</b> | <b>78,745</b> | <b>582,262</b> | <b>158,496</b> | <b>272,418</b> | <b>351,076</b> |

| MONTH        | DCS 24<br>\$   | DCS 26<br>\$  | DCS 27<br>\$   | DCS 28<br>\$   | DCS 29<br>\$   | DCS 31<br>\$   | DCS 32<br>\$   | DCS 33<br>\$   |
|--------------|----------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|
| July         | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| August       | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| September    | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| October      | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| November     | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| December     | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| January      | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| February     | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| March        | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| April        | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| May          | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| June         | 17,299         | 5,493         | 20,053         | 12,369         | 10,663         | 13,914         | 19,001         | 19,001         |
| <b>TOTAL</b> | <b>207,590</b> | <b>65,910</b> | <b>240,634</b> | <b>148,425</b> | <b>127,956</b> | <b>166,967</b> | <b>228,015</b> | <b>139,561</b> |

| MONTH        | MCA 1<br>\$    | MCA 2<br>\$    | MCA 3<br>\$   | MCA 4<br>\$   | MCA 5<br>\$    | MCA 6<br>\$    | MCA 8<br>\$   | NAU 1<br>\$   | NAU 2<br>\$      |
|--------------|----------------|----------------|---------------|---------------|----------------|----------------|---------------|---------------|------------------|
| July         | 12,635         | 48,512         | 2,890         | 6,891         | 11,139         | 8,896          | 3,876         |               |                  |
| August       | 12,635         | 48,512         | 2,890         | 6,891         | 11,139         | 8,896          | 3,876         |               |                  |
| September    | 12,635         | 48,512         | 2,890         | 6,891         | 11,139         | 8,896          | 3,876         |               |                  |
| October      | 12,635         | 48,512         | 2,890         | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| November     | 12,635         | 48,512         | 2,890         | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| December     | 12,635         | 48,512         |               | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| January      | 12,635         | 48,512         |               | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| February     | 12,635         | 48,512         |               | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| March        | 12,635         | 48,512         |               | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| April        | 12,635         | 48,512         |               | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| May          | 12,635         | 48,512         | 2,890         | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| June         | 12,635         | 48,512         | 2,890         | 6,891         | 11,139         | 8,896          | 3,876         | 2,646         | 146,500          |
| <b>TOTAL</b> | <b>151,624</b> | <b>582,140</b> | <b>20,230</b> | <b>82,694</b> | <b>133,666</b> | <b>106,750</b> | <b>46,508</b> | <b>23,813</b> | <b>1,318,499</b> |



**MINISTRY OF HOME AND COMMUNITY AFFAIRS (COMMUNITY AFFAIRS)**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Ms. Dorine Whittaker, JP**

**Chief Officer**

Ministry of Home and Community Affairs (Community Affairs)

October 4 2013

**MINISTRY OF HOME AND COMMUNITY AFFAIRS – COMMUNITY AFFAIRS**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2012/13<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 2,390,173                  |                                 | 1,902,969                  |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 1,142,869                  |                                 | 1,799,876                  |
| Other receivables                    | 2    |                            |                                 |                            |
| Inventories                          | 3    | 23,722                     |                                 | 23,722                     |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 1,342                      |                                 |                            |
| <b>Total Current Assets</b>          |      | <u>3,558,106</u>           |                                 | <u>3,726,567</u>           |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 2    |                            |                                 |                            |
| Other receivables                    | 2    |                            |                                 |                            |
| Inventories                          | 3    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 3,449,420                  |                                 | 3,535,417                  |
| <b>Total Non-Current Assets</b>      |      | <u>3,449,420</u>           |                                 | <u>3,535,417</u>           |
| <b>Total Assets</b>                  |      | <u>7,007,526</u>           |                                 | <u>7,261,984</u>           |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 7    | (173,250)                  |                                 | 482,064                    |
| Other payables and accruals          | 7    | 285,355                    |                                 |                            |
| Bank overdraft                       | 2    |                            |                                 |                            |
| Unearned revenue                     |      |                            |                                 |                            |
| Employee entitlements                | 8    | 42,790                     |                                 | 42,790                     |
| Repayment of surplus                 |      | 1,255,681                  |                                 | 2,222,962                  |
| <b>Total Current Liabilities</b>     |      | <u>1,410,576</u>           |                                 | <u>2,747,816</u>           |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 8    |                            |                                 |                            |
| Other payables and accruals          | 8    |                            |                                 |                            |
| Employee entitlements                | 10   |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |      |                            |                                 |                            |
| <b>Total Liabilities</b>             |      | <u>1,410,576</u>           |                                 | <u>2,747,816</u>           |
| <b>Net Assets</b>                    |      | <u>5,596,950</u>           |                                 | <u>4,514,168</u>           |
| <b>NET WORTH</b>                     |      | 5,596,950                  |                                 | 4,514,168                  |
| Contributed capital                  |      |                            |                                 |                            |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)     |      |                            |                                 |                            |
| <b>Total Net Worth</b>               |      | <u>5,596,950</u>           |                                 | <u>4,514,168</u>           |

# Ministry of Home and Community Affairs – Community Affairs

## STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2014

|                                                                        | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2012/13<br>Actual<br>\$000 |
|------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         |      |                            |                                 |                            |
| Sale of goods and services                                             | 11   | 13,714,427                 |                                 | 13,669,437                 |
| Investment revenue                                                     | 12   |                            |                                 |                            |
| Donations                                                              | 13   | 61,486                     |                                 | 203,088                    |
| Other revenue                                                          |      |                            |                                 |                            |
| <b>Total Revenue</b>                                                   |      | <u>13,775,913</u>          |                                 | <u>13,872,525</u>          |
| <b>Expenses</b>                                                        |      |                            |                                 |                            |
| Personnel costs                                                        | 14   | 11,136,690                 |                                 | 10,486,614                 |
| Supplies and consumables                                               | 15   |                            |                                 | 2,119,379                  |
|                                                                        |      | 2,437,727                  |                                 |                            |
| Depreciation                                                           | 6    | 201,497                    |                                 | 205,062                    |
| Impairment of property, plant and equipment                            |      |                            |                                 |                            |
| Impairment of inventory                                                |      |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 16   |                            |                                 |                            |
| Litigation costs                                                       | 17   |                            |                                 |                            |
| Gain/(losses) on foreign exchange transactions                         | 18   |                            |                                 |                            |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 18   |                            |                                 | 80                         |
| Other expenses                                                         |      |                            |                                 | 95,590                     |
| <b>Total Expenses</b>                                                  |      | <u>13,775,913</u>          |                                 | <u>12,906,725</u>          |
| <b>Surplus or (deficit) for the period</b>                             |      | <u>0</u>                   |                                 | <u>965,800</u>             |

**MINISTRY OF HOME AND COMMUNITY AFFAIRS – COMMUNITY AFFAIRS**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                            |
| <i><b>Receipts</b></i>                                      |      |                            |                            |
| Outputs to Cabinet                                          |      | 14,370,092                 | 13,189,787                 |
| Outputs to other government agencies                        |      |                            |                            |
| Sales and Goods and services – third party                  |      |                            |                            |
| Interest received                                           |      |                            |                            |
| Donations / Grants                                          |      |                            |                            |
| Other receipts                                              |      |                            | 203,088                    |
| <i><b>Payments</b></i>                                      |      |                            |                            |
| Personnel costs                                             |      | (11,136,690)               | (10,515,528)               |
| Supplies and consumables                                    |      | (2,807,684)                | (2,143,370)                |
| Interest paid                                               |      |                            |                            |
| <b>Net cash flows from operating activities</b>             | 19   | <u>487,204</u>             | <u>733,977</u>             |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                            |
| Purchase of property, plant and equipment                   |      | (115,500)                  | (88,199)                   |
| Proceeds from sale of property, plant and equipment         |      |                            |                            |
| Purchase of investments                                     |      |                            |                            |
| Proceeds from sale of investments                           |      |                            |                            |
| Cash advances                                               |      |                            |                            |
| Cash receipts from repayment of advances                    |      |                            |                            |
| <b>Net cash flows from investing activities</b>             |      | <u>(115,500)</u>           | <u>(88,199)</u>            |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                            |
| Equity investment                                           |      | 115,500                    | 73,756                     |
| Repayment of surplus                                        |      |                            |                            |
| Capital withdrawal                                          |      |                            |                            |
| <b>Net cash flows from financing activities</b>             |      | <u>115,500</u>             | <u>73,756</u>              |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <u>487,204</u>             | <u>719,534</u>             |
| Cash and cash equivalents at beginning of period            |      | <u>1,902,969</u>           | <u>1,183,435</u>           |
| <b>Cash and cash equivalents at end of period</b>           |      | <u><b>2,390,173</b></u>    | <u><b>1,902,969</b></u>    |

**MINISTRY OF HOME AND COMMUNITY AFFAIRS  
– COMMUNITY AFFAIRS  
STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | <b>Contributed<br/>Capital</b> | <b>Revaluation<br/>Reserve</b> | <b>Accumulated<br/>Surplus/<br/>(deficits)</b> | <b>Total</b>     |
|----------------------------------------------------------------|--------------------------------|--------------------------------|------------------------------------------------|------------------|
| <b>Balance at 30 June 2012</b>                                 | 4,382,090                      |                                |                                                | 4,382,090        |
| Changes in accounting policy                                   |                                |                                |                                                |                  |
| Prior Year Adjustments                                         | 1,099,360                      |                                |                                                | 1,099,360        |
| <b>Restated balance</b>                                        | <b>5,481,450</b>               |                                |                                                | <b>5,481,450</b> |
| <b>Changes in net worth for 2012/13</b>                        |                                |                                |                                                |                  |
| Gain/(loss) on property revaluation                            |                                |                                |                                                |                  |
| Gain/(loss) on revaluation of investments                      |                                |                                |                                                |                  |
| Exchange differences on translating foreign operations         |                                |                                |                                                |                  |
| Equity Investment from Cabinet                                 |                                |                                |                                                |                  |
| Capital withdrawals by Cabinet                                 |                                |                                |                                                |                  |
| Repayment of surplus to Cabinet                                |                                |                                |                                                |                  |
| <b>Net revenue / expenses recognised directly in net worth</b> |                                |                                |                                                |                  |
| Surplus/(deficit)for the period 2012/13                        |                                |                                |                                                |                  |
| <b>Total recognised revenues and expenses for the period</b>   |                                |                                |                                                |                  |
| <b>Balance at 30 June 2013 carried forward</b>                 | <b>5,481,450</b>               |                                |                                                | <b>5,481,450</b> |
|                                                                | <b>Contributed<br/>Capital</b> | <b>Revaluation<br/>Reserve</b> | <b>Accumulated<br/>Surplus/<br/>(deficits)</b> | <b>Total</b>     |
| <b>Balance at 30 June 2013 brought forward</b>                 | 5,481,450                      |                                |                                                | 5,481,450        |
| <b>Changes in net worth for 2013/14</b>                        |                                |                                |                                                |                  |
| Changes in accounting policy                                   |                                |                                |                                                |                  |
| Prior Year Adjustments                                         |                                |                                |                                                |                  |
| <b>Restated balance</b>                                        | <b>5,481,450</b>               |                                |                                                | <b>5,481,450</b> |
| <b>Changes in net worth for 2013/14</b>                        |                                |                                |                                                |                  |
| Gain/(loss) on property revaluation                            |                                |                                |                                                |                  |
| Gain/(loss) on revaluation of investments                      |                                |                                |                                                |                  |
| Exchange differences on translating foreign operations         |                                |                                |                                                |                  |
| Equity Investment from Cabinet                                 | 115,500                        |                                |                                                | 115,500          |
| Capital withdrawals by Cabinet                                 |                                |                                |                                                |                  |
| Repayment of surplus/Dividends to Cabinet                      |                                |                                |                                                |                  |
| <b>Net revenue / expenses recognised directly in net worth</b> | <b>115,500</b>                 |                                |                                                | <b>115,500</b>   |
| Surplus/(deficit)for the period 2013/14                        |                                |                                |                                                |                  |
| <b>Total recognised revenues and expenses for the period</b>   |                                |                                |                                                |                  |
| <b>Balance at 30 JUNE 2014</b>                                 | <b>5,596,950</b>               |                                |                                                | <b>5,596,950</b> |

**MINISTRY OF HOME AND COMMUNITY AFFAIRS – COMMUNITY AFFAIRS**  
**STATEMENT OF ACCOUNTING POLICIES**

**MINISTRY OF HOME AND COMMUNITY AFFAIRS – COMMUNITY AFFAIRS**

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Cabinet Office*

*Basis of preparation*

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

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

*Reporting Period*

The reporting period is the period ended 30 June 2014.

Specific Accounting Policies

Revenue

*Output revenue*

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

Interest revenue

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

Expenses

*General*

Expenses are recognised when incurred.

Depreciation

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

Assets



#### *Cash and cash equivalents*

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

#### Receivables and advances

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

#### Inventory

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

#### *Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

#### *Computer Hardware and Software*

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

#### *Liabilities*

##### *Accounts Payable*

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

##### *Provisions*

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

##### *Employee entitlements*

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

**NOTE 1. CASH AND CASH EQUIVALENTS**

|                                                               | Foreign<br>Currency<br>\$000 | Exchange<br>Rate<br>\$000 | 2013/14<br>Budget |
|---------------------------------------------------------------|------------------------------|---------------------------|-------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 80<br>31,257                 | 1<br>1                    | 80<br>31,257      |
| Cash in transit (IRIS Remittance Account)                     | 2,343,529                    | 1                         | 2,343,529         |
| CI\$ Operational Current Account held at Royal Bank of Canada | 9,231<br>7,576               | 0.8375<br>1               | 7,731<br>7,576    |
| US\$ Operational Current Account held at Royal Bank of Canada |                              |                           |                   |
| Payroll Current Account held at Royal Bank of Canada          |                              |                           |                   |
| Bank accounts held at other financial Institutions            |                              |                           |                   |
| <u>[DISCLOSE ACCOUNT]</u>                                     |                              |                           |                   |
| Fixed Deposits held with Treasury (less than 90 days)         |                              |                           |                   |
| <b>Total Cash and Cash Equivalents</b>                        |                              |                           | <b>2,390,173</b>  |

**NOTE 2. TRADE AND OTHER RECEIVABLES****TRADE RECEIVABLES**

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2012/13<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Sale of goods and services                |                            |                                 |                            |
| Outputs to Cabinet                        | 1,142,869                  |                                 | 1,798,534                  |
| Outputs to other government agencies      |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total trade receivables</b>            | <b>1,142,869</b>           |                                 | <b>1,798,534</b>           |

**OTHER RECEIVABLES**

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2012/13<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Advances (salary, official travel, etc)   |                            |                                 |                            |
| Dishonoured cheques                       | 1,342                      |                                 | 1,342                      |
| Interest receivable                       |                            |                                 |                            |
| Other                                     |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total other receivables</b>            | <b>1,342</b>               |                                 | <b>1,342</b>               |

|                           | Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget |
|---------------------------|----------------------|----------------------|-------------------|
| <b>Current</b>            |                      |                      |                   |
| Past due 1-30 days        | 1,142,869            |                      | 1,142,869         |
| Past due 31-60 days       |                      |                      |                   |
| Past due 61-90 days       |                      |                      |                   |
| Past due 90 and above     |                      |                      |                   |
| <b>Non-Current</b>        |                      |                      |                   |
| Past due 1 year and above |                      |                      |                   |
| <b>Total</b>              | 1,142,869            |                      | 1,142,869         |

Changes in the provision of doubtful debts:

| Description                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2012/13<br>Actual |
|--------------------------------------------|-------------------|------------------------|-------------------|
| Balance at 1 July, 2012                    |                   |                        |                   |
| Additional provisions made during the year |                   |                        |                   |
| Receivables written off during the period  |                   |                        |                   |
| Balance at 30 June, 2013                   |                   |                        |                   |

### NOTE 3. INVENTORIES

|                                                               | Current | Non-<br>Current | 2013/14<br>Budget |
|---------------------------------------------------------------|---------|-----------------|-------------------|
| Inventory held for use in the provision of goods and services | 23,722  |                 | 23,722            |
| Inventory held for sale                                       |         |                 |                   |
| Impairment of Inventory                                       |         |                 |                   |
| <b>Total Inventories</b>                                      | 23,722  |                 | 23,722            |

**NOTE 4. INVESTMENTS**

|                                                                   | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est.<br/>Actual</b> | <b>2012/13<br/>Actual</b> |
|-------------------------------------------------------------------|---------------------------|------------------------------------|---------------------------|
| <b>Investments</b>                                                |                           |                                    |                           |
| Description                                                       |                           |                                    |                           |
| <b>Total Investments at the lower of cost or<br/>Market value</b> |                           |                                    |                           |

**NOTE 5. PREPAYMENTS**

|                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est.<br/>Actual</b> | <b>2012/13<br/>Actual</b> |
|--------------------|---------------------------|------------------------------------|---------------------------|
| <b>Description</b> |                           |                                    |                           |
| Other pre-payments | 1,342                     |                                    | 1,342                     |
| <b>Total</b>       | <b>1,342</b>              |                                    | <b>1,342</b>              |

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

|                                   | <i>Plant and equipment ('000s)</i> | <i>Buildings ('000s)</i> | <i>Furniture, Fittings &amp; Other Assets ('000s)</i> | <i>Computers ('000s)</i> | <i>Motor Vehicles ('000s)</i> | <i>Total ('000s)</i> |
|-----------------------------------|------------------------------------|--------------------------|-------------------------------------------------------|--------------------------|-------------------------------|----------------------|
| <b>Balance as at 1 July 2012</b>  | 101                                | 5,751                    | 276                                                   | 121                      | 154                           | 6,404                |
| Additions                         | 4                                  |                          | 4                                                     |                          | 81                            | 89                   |
| Disposals                         |                                    |                          |                                                       | (10)                     |                               | (10)                 |
| Transfers                         |                                    |                          |                                                       |                          |                               |                      |
| Revaluations                      |                                    | (95)                     |                                                       |                          |                               | (95)                 |
| <b>Balance as at 30 June 2013</b> | 105                                | 5,656                    | 280                                                   | 111                      | 235                           | 6,387                |
|                                   |                                    |                          |                                                       |                          |                               |                      |
|                                   | <i>Plant and equipment ('000s)</i> | <i>Buildings ('000s)</i> | <i>Furniture, Fittings &amp; Other Assets ('000s)</i> | <i>Computers ('000s)</i> | <i>Motor Vehicles ('000s)</i> | <i>Total ('000s)</i> |
| <b>Balance as at 30 June 2013</b> |                                    |                          |                                                       |                          |                               |                      |
| Additions                         | 105                                | 5,656                    | 280                                                   | 111                      | 235                           | 6,387                |
| Disposals                         | 18                                 |                          | 10                                                    | 28                       | 60                            | 116                  |
| Transfers                         |                                    |                          |                                                       |                          |                               |                      |
| <b>Balance as at 30 JUNE 2014</b> |                                    |                          |                                                       |                          |                               |                      |
|                                   | 123                                | 5,656                    | 290                                                   | 139                      | 355                           | 6,503                |

**Accumulated Depreciation and impairment losses**

|                                              | <i>Plant and equipment ('000s)</i> | <i>Buildings ('000s)</i> | <i>Furniture, Fittings &amp; Other Assets ('000s)</i> | <i>Computers ('000s)</i> | <i>Motor Vehicles ('000s)</i> | <i>Total ('000s)</i> |
|----------------------------------------------|------------------------------------|--------------------------|-------------------------------------------------------|--------------------------|-------------------------------|----------------------|
| <b>Balance as at 1 July 2012</b>             | 50                                 | 2,219                    | 188                                                   | 103                      | 130                           | 2,689                |
| Transfers                                    |                                    |                          |                                                       |                          |                               |                      |
| Impairment Reserve 2012/13 (closing balance) |                                    |                          |                                                       |                          |                               |                      |
| Depreciation Expense 2012/13                 | 13                                 | 221                      |                                                       | (10)                     | 12                            | 236                  |
| Revaluation of Depreciation Expense 2012/13  |                                    | (75)                     |                                                       |                          |                               | (75)                 |
| <b>Balance as at 30 June 2013</b>            | 63                                 | 2,365                    | 188                                                   | 93                       | 142                           | 2,852                |

|                                       | <i>Plant and<br/>equipment<br/>(‘000s)</i> | <i>Buildings<br/>(‘000s)</i> | <i>Furniture,<br/>Fittings &amp;<br/>Other<br/>Assets<br/>(‘000s)</i> | <i>Computers<br/>(‘000s)</i> | <i>Motor<br/>Vehicles<br/>(‘000s)</i> | <i>Total<br/>(‘000s)</i> |
|---------------------------------------|--------------------------------------------|------------------------------|-----------------------------------------------------------------------|------------------------------|---------------------------------------|--------------------------|
| <b>Balance as at 30<br/>June 2013</b> | 63                                         | 2,365                        | 188                                                                   | 93                           | 142                                   | 2,852                    |
| Transfers                             |                                            |                              |                                                                       |                              |                                       |                          |
| Impairment loss<br>2013/14            |                                            |                              |                                                                       |                              |                                       |                          |
| Depreciation<br>Expense 2013/14       | 13                                         | 119                          | 31                                                                    | 20                           | 18                                    | 201                      |
| Eliminate on<br>Disposal 2013/14      |                                            |                              |                                                                       |                              |                                       |                          |
| <b>Balance as at 30<br/>JUNE 2014</b> | 76                                         | 2,484                        | 219                                                                   | 113                          | 160                                   | 3,053                    |

|                                        |    |       |    |    |    |       |
|----------------------------------------|----|-------|----|----|----|-------|
| <b>Net Book value<br/>30 June 2013</b> | 42 | 3,291 | 92 | 17 | 93 | 3,535 |
|----------------------------------------|----|-------|----|----|----|-------|

|                                        |    |       |    |    |     |       |
|----------------------------------------|----|-------|----|----|-----|-------|
| <b>Net Book value<br/>30 JUNE 2014</b> | 47 | 3,172 | 71 | 25 | 134 | 3,450 |
|----------------------------------------|----|-------|----|----|-----|-------|

## NOTE 7. INTANGIBLE ASSETS

| Description             | 2013/14<br>Budget | 2012/13        | 2012/13<br>Actual |
|-------------------------|-------------------|----------------|-------------------|
|                         |                   | Est.<br>Actual |                   |
| Other intangible assets |                   |                |                   |
| <b>Total</b>            |                   |                |                   |

## NOTE 8. TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

|                                                         | Current        | Non-Current | Budget<br>2013/14 |
|---------------------------------------------------------|----------------|-------------|-------------------|
| Creditors                                               | (173,250)      |             | (173,250)         |
| Creditors Ministries/Portfolios                         |                |             |                   |
| Creditors other government agencies                     |                |             |                   |
| Payroll Deductions                                      | (427)          |             | (427)             |
| Operating Lease                                         |                |             |                   |
| Accrued Expenses                                        | 272,104        |             | 272,104           |
| Accrued Expenses Ministries/Portfolios                  |                |             |                   |
| Accrued Expenses other government agencies              |                |             |                   |
| Inter-entity due to                                     |                |             |                   |
| Accrued Entity Interest                                 | 339            |             | 339               |
| Provisions                                              |                |             |                   |
| Other payables                                          | 13,339         |             | 13,339            |
| <b>Total trade payables other payables and accruals</b> | <b>112,105</b> | <b>0</b>    | <b>112,105</b>    |

**NOTE 9. UNEARNED REVENUE**

| Description            | 2013/14<br>Budget | 2012/13     | 2012/13<br>Actual |
|------------------------|-------------------|-------------|-------------------|
|                        |                   | Est. Actual |                   |
| Other unearned revenue |                   |             |                   |
| <b>Total</b>           |                   |             |                   |

**NOTE 10. EMPLOYEE ENTITLEMENTS**

|                                                                     | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2012/13<br>Actual<br>\$000 |
|---------------------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                                        | 42,790                     |                                 | 42,790                     |
| Retirement and long service leave                                   |                            |                                 |                            |
| Accrued salaries                                                    |                            |                                 |                            |
| Travel                                                              |                            |                                 |                            |
| <b>Total current portion</b>                                        | 42,790                     |                                 | 42,790                     |
| <b><i>Non-current employee entitlements are represented by:</i></b> |                            |                                 |                            |
| Retirement and long term service leave                              |                            |                                 |                            |
| <b>Total employee entitlements</b>                                  | 42,790                     |                                 | 42,790                     |

**NOTE 11 a. SALES OF GOODS AND SERVICES**

| Revenue Type                             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2012/13<br>Actual<br>\$000 |
|------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Outputs to Cabinet                       | 13,714,427                 |                                 | 13,669,437                 |
| Outputs to other government agencies     |                            |                                 |                            |
| Fees and charges                         |                            |                                 |                            |
| General sales                            |                            |                                 |                            |
| Rentals                                  |                            |                                 |                            |
| Other                                    |                            |                                 | 203,088                    |
| <b>Total sales of goods and services</b> | 13,714,427                 |                                 | 13,872,525                 |



## FEES AND CHARGES

|                                                         | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2012/13<br>Actual |
|---------------------------------------------------------|-------------------|------------------------|-------------------|
| Fees and Charges                                        | \$000             | \$000                  | \$000             |
| Description                                             |                   |                        |                   |
| <b>Total Fees and Charges</b>                           |                   |                        |                   |
| <b>General Sales</b>                                    |                   |                        |                   |
| Description                                             |                   |                        |                   |
| <b>Total General Sales</b>                              |                   |                        |                   |
| <b>Rentals</b>                                          |                   |                        |                   |
| Description                                             |                   |                        |                   |
| <b>Total Rentals</b>                                    |                   |                        |                   |
| <b>Other Goods &amp; Services Revenue</b>               |                   |                        |                   |
| <b>Goods &amp; Services Revenue</b>                     |                   |                        |                   |
| Description                                             |                   |                        |                   |
| <b>Total</b>                                            |                   |                        |                   |
| <b>Sales of Outputs to Cabinets</b>                     |                   |                        |                   |
| Sales of outputs to Cabinet                             | 13,714,427        |                        | 13,669,437        |
| <b>Total Sales of Outputs to Cabinet</b>                | <b>13,714,427</b> |                        | 13,669,437        |
| <b>Other Interdepartmental Revenue</b>                  |                   |                        |                   |
| Financial Attest Services                               |                   |                        |                   |
| Revenue from Ministries/Portfolios & Public Authorities |                   |                        |                   |
| <b>Total Other Interdepartmental Revenue</b>            |                   |                        |                   |
| <b>Total Goods and Services</b>                         | <b>13,714,427</b> |                        | 13,669,437        |
| <b>NOTE 11 b. REVENUE CONCESSIONS</b>                   |                   |                        |                   |
| Revenue Type                                            | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2012/13<br>Actual |
|                                                         | \$000             | \$000                  | \$000             |
| (e.g. Examination fees; construction materials)         |                   |                        |                   |
| <b>Total concessions</b>                                |                   |                        |                   |

**NOTE 12. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> |
|----------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Interest on deposits held with cabinet |                                     |                                          |                                     |
| Interest on cash balances              |                                     |                                          |                                     |
| Royalties                              |                                     |                                          |                                     |
| Other                                  |                                     |                                          |                                     |
| <b>Total Investment revenue</b>        |                                     |                                          |                                     |

**NOTE 13. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> |
|------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Individuals            |                                     |                                          |                                     |
| Charities              | 61,486                              |                                          | 203,088                             |
| <b>Total donations</b> | 61,486                              |                                          | 203,088                             |

**NOTE 14. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> |
|--------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Salaries, wages and allowances | 8,737,733                           |                                          | 8,432,129                           |
| Health care                    | 1,888,412                           |                                          | 1,676,565                           |
| Pension                        | 490,362                             |                                          | 396,529                             |
| Other personnel related costs  | 20,182                              |                                          | (18,609)                            |
| <b>Total Personnel Costs</b>   | <b>11,136,690</b>                   |                                          | <b>10,486,614</b>                   |

**NOTE 15. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> |
|---------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Supplies and Materials                | 415,645                             |                                          | 342,189                             |
| Purchase of services                  | 348,082                             |                                          | 214,026                             |
| Lease of property and equipment       | 570,095                             |                                          | 598,624                             |
| Utilities                             | 582,276                             |                                          | 589,910                             |
| General Insurance                     | 164,085                             |                                          | 183,087                             |
| Travel and Subsistence                | 53,450                              |                                          | 25,725                              |
|                                       | 304,094                             |                                          | 165,818                             |
| Other                                 |                                     |                                          |                                     |
| <b>Total Supplies and Consumables</b> | <b>2,437,727</b>                    |                                          | <b>2,119,379</b>                    |

**NOTE 16. FINANCE COSTS**

|                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2012/13<br/>Actual</b> |
|---------------------------|---------------------------|--------------------------------|---------------------------|
|                           | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on overdraft     |                           |                                |                           |
| Other                     |                           |                                |                           |
| <b>Total Finance cost</b> |                           |                                |                           |

**NOTE 17. LITIGATION COSTS**

The Attorney General's Office provides litigation services to the Ministry of Community Affairs

|                              | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2012/13<br/>Actual</b> |
|------------------------------|---------------------------|--------------------------------|---------------------------|
|                              | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Litigation Costs             |                           |                                |                           |
| Description                  |                           |                                |                           |
| Description                  |                           |                                |                           |
| <b>Total Litigation cost</b> |                           |                                |                           |

**NOTE 18. GAINS / (LOSSES)**

|                                                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2012/13<br/>Actual</b> |
|----------------------------------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                                                | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Net (gain) / loss on disposal of property, plant and equipment |                           |                                | 95,590                    |
| Net (gain) / loss on foreign exchange Transactions             |                           |                                | 80                        |
| <b>Total gains / (losses)</b>                                  |                           |                                | 95,670                    |

**NOTE 19. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | 2013/14<br>Budget | 2012/13<br>Est. Actual<br>This Year | 2012/13<br>Actual |
|--------------------------------------------------------------|-------------------|-------------------------------------|-------------------|
|                                                              | \$000             | \$000                               | \$000             |
| Surplus/(deficit) from ordinary activities                   | 0                 |                                     |                   |
| <b>Non-cash movements</b>                                    |                   |                                     |                   |
| Depreciation expense                                         | 201,497           |                                     |                   |
| Impairment                                                   |                   |                                     |                   |
| (Gain)/losses on sale of property plant and equipment        |                   |                                     |                   |
| Foreign exchange gains/(losses)                              |                   |                                     |                   |
| <b>Changes in current assets and liabilities</b>             |                   |                                     |                   |
| (Increase)/decrease in other current assets                  | (655,665)         |                                     |                   |
| (Increase)/decrease in receivables                           | 487,204           |                                     |                   |
| (Increase)/decrease in current liabilities                   | 235,107           |                                     |                   |
| (Increase)/decrease in inventories                           | 84,210            |                                     |                   |
| (Increase)/decrease in payables                              | 134,851           |                                     |                   |
| (Increase)/decrease in provisions relating to employee costs |                   |                                     |                   |
| <b>Net cash flows from operating activities</b>              | <b>487,204</b>    |                                     |                   |

**NOTE 20. CONTINGENT LIABILITIES AND ASSETS**

|                                                                                 | Beginning<br>Balance | Additions | Disbursements | Adjustments | 2013/14<br>Budget |
|---------------------------------------------------------------------------------|----------------------|-----------|---------------|-------------|-------------------|
| <b>Guarantees</b>                                                               |                      |           |               |             |                   |
| Item 1 heading                                                                  |                      |           |               |             |                   |
| Item 1 description/nature/timing of outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| Item 2 heading                                                                  |                      |           |               |             |                   |
| Item 2 description/nature/timing of outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| <b>Total Quantifiable Guarantees</b>                                            |                      |           |               |             |                   |
| <b>Legal Proceedings and Disputes</b>                                           |                      |           |               |             |                   |
| Item 1 heading                                                                  |                      |           |               |             |                   |
| Item 1 description/nature/timing of outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| Item 2 heading                                                                  |                      |           |               |             |                   |
| Item 2 description/nature/timing of outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| <b>Total Legal Proceedings and Disputes</b>                                     |                      |           |               |             |                   |
| <b>Other Contingent Liabilities</b>                                             |                      |           |               |             |                   |
| Item 1 heading                                                                  |                      |           |               |             |                   |

Item 1 description/nature/timing of  
outflow/uncertainties of amounts and timing

Item 2 heading

Item 2 description/nature/timing of  
outflow/uncertainties of amounts and timing

**Total Other Contingent Liabilities**

**Total contingent liabilities**

**Contingent Assets**

Item 1 heading

Item 1 description/nature/timing of  
outflow/uncertainties of amounts and timing

Item 2 heading

Item 2 description/nature/timing of  
outflow/uncertainties of amounts and timing

**Total Other Contingent Assets**

**NOTE 21: COMMITMENTS**

| Type                                                              | One year<br>or less | One to<br>five<br>Years | Over five<br>Years | Total   |
|-------------------------------------------------------------------|---------------------|-------------------------|--------------------|---------|
| <b>Capital Commitments</b>                                        |                     |                         |                    |         |
| Property, plant and equipment                                     |                     |                         |                    |         |
| Other fixed assets                                                |                     |                         |                    |         |
| Other commitments (list separately if<br>material)                |                     |                         |                    |         |
| <b>Total Capital Commitments</b>                                  |                     |                         |                    |         |
| <b>Operating Commitments</b>                                      |                     |                         |                    |         |
| Non-cancellable accommodation leases                              |                     |                         |                    |         |
| Other non-cancellable leases                                      | 143,895             | 575,578                 |                    | 719,473 |
| Non-cancellable contracts for the supply of<br>goods and services |                     |                         |                    |         |
| Other operating commitments                                       |                     |                         |                    |         |
| <b>Total Operating Commitments</b>                                | 143,895             | 575,578                 |                    | 719,473 |
| <b>Total Commitments</b>                                          | 143,895             | 575,578                 |                    | 719,473 |

## NOTE 22. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

The Ministry of Home and Community Affairs- Community Affairs is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry of Home and Community Affairs – Community Affairs and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2013 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

|                                                 | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2012/13<br>Actual<br>\$000 |
|-------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Description</b>                              |                            |                                 |                            |
| Salaries and other short-term employee benefits | 341,388                    |                                 | 341,388                    |
| Past employee benefits                          | 40,319                     |                                 | 40,319                     |
| Other long-term benefits                        |                            |                                 |                            |
| Termination benefits                            |                            |                                 |                            |
| Loans                                           |                            |                                 |                            |
| <b>Total</b>                                    | <b>381,707</b>             |                                 | <b>381,707</b>             |

The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

| Loan Recipient | Relationship<br>to key<br>management<br>personnel | Amount<br>Advanced | Amount<br>Repaid | Balance | Terms and<br>conditions of<br>Loan |
|----------------|---------------------------------------------------|--------------------|------------------|---------|------------------------------------|
|                |                                                   |                    |                  |         |                                    |
|                |                                                   |                    |                  |         |                                    |

[THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The Ministry of Home and Community Affairs – Community Affairs is party to financial instrument arrangements as part of its everyday operations.

These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

#### Credit risk

In the normal course of its business the Ministry of Home and Community Affairs – Community Affairs is subject to credit risk from debtors other than the Cabinet. The Ministry of Community Affairs does not have significant concentrations of credit risk for its other financial instruments.

#### Currency and interest rate risk

The Ministry of Community Affairs has no significant exposure to currency exchange loss risk and interest rate risk.

#### Liquidity risk

In meeting its liquidity requirements, the Ministry of Home and Community Affairs – Community Affairs closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry of Home and Community Affairs – Community Affairs maintains a target level of available cash to meet liquidity requirements.

All of the Ministry of Home and Community Affairs – Community Affairs financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# **ANNUAL BUDGET STATEMENT**

## **MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT**

**FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014**

**PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)**



## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year. The Draft Annual Budget Statement and the draft Ownership performance I want to be delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I am planning to enforce during the 2013/14 financial year.

---

**Honourable Marco Archer**  
**Minister**

Ministry of Finance and Economic  
Development

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as of this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

---

**Mrs. Sonia McLaughlin, Cert, Hon, JP**  
**Chief Officer**

Ministry of Finance and Economic  
Development

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

---

### GENERAL NATURE OF ACTIVITIES

#### Customs Department

The general nature and scope of the Customs Department is captured in its mission, which is to collect and protect Government's revenue, facilitate legitimate trade and control prohibited and restricted goods in a cost effective manner while preserving a safe environment for all.

#### Economics and Statistics Office

- Monitors the economy, develops economic policies and plans, and advises Government on a range of economic issues to sustained growth of the islands.
- Conducts and analyses social and economic surveys and compiles and publishes statistical data on the Cayman Islands, and provides other government departments with technical advice on data collection and dissemination, and survey design and methodology.

#### Finance Administration

The Finance Administration assists the Minister for Finance by providing policy advice, governance and administrative services on all financial, budgeting and reporting matters of the government.

#### Risk Management

The Risk Management Unit's primary purpose is to develop and implement property and liability insurance programmes along with safety and loss control activities to minimize the negative financial impact of natural hazards, accidents and other unexpected events to the Cayman Islands Government.

#### Treasury

The Treasury is responsible for the preparation of monthly managerial financial reports and periodic financial forecast to Cabinet. It is charged with the consolidation of the forecast and annual financial statements for core government and the entire public sector as required by sections 28(2)(b) and 29(2)(c) of the Public Management and Finance Law using International Public Sector Accounting Standards (IPSAS). Treasury has oversight for the management and forecasting of core government cash flows, negotiation, evaluation and administration of core government borrowings. It is responsible for the design, quality assurance and management of the budget and reporting processes for the Entire Public Sector (EPS); this includes coordinating and preparing an annual timeline, strategic policy statement, annual plan and estimates, annual budget statements, ownership and purchase agreements and revenue forecast. The Treasury also provides financial management services to Ministries / Portfolios and the Executive.

## **SCOPE OF ACTIVITIES**

### **Customs Department**

The scopes of the Department's activities are as follows

- Processing and Inspection of Vessels and Aircrafts;
- Collection of Duties;
- Provision of Drug Awareness Education and K-9 support;
- Policy Advice on Customs Related Matters
- Border control and enforcement

### **Economics and Statistics Office**

- The scope of the Economic and Statistics Office's activities is as follows:
- Conduct macro-economic analysis and research.
- Monitor the economy and produce quarterly and annual economic reports.
- Provide secretariat and technical support services to the Public Sector Investment Programme (PSIP).
- Conducts the Census of Population and Housing approximately every 10 years.
- Publication of statistical series, which include the annual Compendium of Statistics and the Annual Overseas Trade Report.
- Update the Household Register and Business Register as needed.
- Conduct and publish the results of Labour Force Surveys.
- Conduct and publish the results of quarterly Consumer Price Index surveys.
- Develop and implement a macroeconomic compilation program consisting of a National Income and Expenditure Accounts and Balance of Payments systems as resources permit.
- Conducts household and business surveys to provide the data requirements of statistical publications or socio-economic reports and studies for Government.
- Provide technical assistance on economic and statistical matters to other Government Departments and Agencies, as resources permit.
- Promote the wider use of statistics in the local community, and facilitate greater community participation in data collection and dissemination.
- Provide technical assistance to regional and international agencies on economic and statistical matters related to the Cayman Islands.
- Promote and implement the adoption of international standards in the compilation of national statistical accounts and the participation of the Cayman Islands in relevant initiatives related thereto.
- Facilitate the development of the national statistical system

### **Finance Administration**

- Provide policy advice on all financial matters of the government;
- Provide administrative support and monitor the performance of departments under the Ministry of Finance, and Economic Development;
- Provide governance and administrative services to statutory authorities, government-owned companies and other committees and boards which are under the Financial Secretary's

responsibility; and

- Process applications for fess and customs duty waivers, stamp duty abatements and assessments, government loans to civil servants, and approvals under sections 32, 80, 178 and 181 of the Companies Law (2009 Revision).

### **Treasury Department**

- Financial reporting;
- Forecast and management of core Government's cash flows, loan tendering, evaluation and debt management;
- Financial management services, advice and support to Ministries/Portfolios and the Executive including Payroll processing, Creditor processing, Bank Reconciliations, Debt Recovery, Loans Made and Trust Asset management;
- Management of the core functionality of the Government's financial information system (IRIS);
- Financial advice and support preparing an annual budget timeline;
- Coordinating and preparing the annual Strategic Policy Statement;
- Preparation of entire public sector budget and supplementary documents;
- Monitoring and maintaining budget data in IRIS General Ledger;
- Develop and maintain appropriate revenue forecasting models for the Cayman Islands and produce rolling forecasts for coercive revenue streams;
- Research potential new revenue enhancement measures; and
- Provide governance and administrative services to Statutory Authority Boards which are under the Financial Secretary's responsibility.

### **CUSTOMERS AND LOCATION OF ACTIVITIES**

Customers include the Cabinet and the General Public and are primarily served in the Cayman Islands.

## 2. STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the Ministry of Finance and Economic Development for the 2013/14 and the subsequent two years are as follows:

### **Customs Department**

- To continue risk-based enforcement activities in the area of boarder control.
- To improve the quality of customer services both internally and externally.
- To ensure that the automated system captures all activities and provides reliable information for management and reporting purposes.
- To continue the corporation and information sharing with other Law Enforcement Agencies locally, regionally and internationally.
- To develop and implement policies which meet the needs of our employees.

### **Economics and Statistics Office**

- Continuous adoption of international standards including on dissemination and quality assurance standards.
- Further development of in-house capacity for social and economic statistics compilation and dissemination, macroeconomic analysis and forecasting.
- Continuous improvement of the website and implementation of outreach programs to widen the use of all statistical products including census results and pertinent economic reports, to increase support among the general public for primary data collection.
- Develop closer relations with other producers of statistics in government to facilitate the development of the country's statistical system.

### **Finance Administration**

- Development and implementation of human resource policies and systems to ensure compliance with the Public Service Management Law (2005) and Personnel Regulations.
- Development of record management systems to facilitate requirements under the Freedom of Information Act.

### **Risk Management**

- Continued improvement of the claims management processes allowing for faster claims resolution
- Improve general risk awareness across the Public Service
- Develop an insurance alternative for certain risks facing the CIG

## Treasury

- Continue to strengthen capability in the area of accrual accounting, performance monitoring, financial forecasting and financial analysis
- Manage Oracle accounting system (IRIS) and implement enhancements/upgrades to facilitate & improve accrual accounting.
- Promote acceptance and use of IPSAS and provide guidance in the application of these standards.
- Prioritize and implement enhancements/upgrades to the accounting system (IRIS).Continue to advance the skill set and competence level of staff in order to provide greater levels of production with similar levels of resources
- Broaden the scope of the department to take a more direct approach to financial monitoring and advisory services
- Continue development of robust econometric models for revenue forecasting
- Improve quality of revenue forecasts by strengthening working relationships with key revenue collecting agencies and obtaining expert technical assistance for forecast training
- Research and development of potential new revenue enhancement measures for the Cayman Islands



### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of Finance and Economic Development for the 2013/14 financial year are as follows:

| <b>FINANCIAL PERFORMANCE MEASURE</b>                                                   | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>Actual<br/>\$ 000's</b> |
|----------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| REVENUE FROM CABINET                                                                   | 18,444,514                             | 13,897,021                             |
| REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES<br>AND GOVERNMENT COMPANIES | 42,240                                 | 275,562                                |
| REVENUE FROM OTHERS                                                                    | 2,827,500                              | 2,487,702                              |
| SURPLUS/DEFICIT FROM OUTPUTS                                                           | 2,827,500                              | (1,233,908)                            |
| OWNERSHIP EXPENSES                                                                     | 18,486,754                             | 16,701,043                             |
| <b>OPERATING SURPLUS/DEFICIT FROM OUTPUTS</b>                                          | 2,827,500                              | (1,233,908)                            |
|                                                                                        |                                        |                                        |
| <b>NET WORTH</b>                                                                       | 12,555,405                             | 11,812,405                             |
|                                                                                        |                                        |                                        |
| CASH FLOWS FROM OPERATING ACTIVITIES                                                   | 3,860,879                              | 2,396,936                              |
| CASH FLOWS FROM INVESTING ACTIVITIES                                                   | (743,000)                              | (1,423,000)                            |
| CASH FLOWS FROM FINANCING ACTIVITIES                                                   | 743,000                                | 165,000                                |
| CHANGE IN CASH BALANCES                                                                | 3,860,879                              | 1,138,936                              |

| <b>FINANCIAL PERFORMANCE RATIO</b>   | <b>2013/14<br/>BUDGET<br/>%</b> | <b>2012/13<br/>Actual<br/>%</b> |
|--------------------------------------|---------------------------------|---------------------------------|
| CURRENT ASSETS : CURRENT LIABILITIES | 39%                             | 42%                             |
| TOTAL ASSETS : TOTAL LIABILITIES     | 49%                             | 55%                             |

## MAINTENANCE OF CAPABILITY

| <b>HUMAN CAPITAL MEASURES</b>                 | <b>2013/14<br/>BUDGET</b> | <b>2012/13<br/>Actual</b> |
|-----------------------------------------------|---------------------------|---------------------------|
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYEED    | <b>227</b>                | <b>218</b>                |
| <b>STAFF TURNOVER (%)</b>                     | <b>7%</b>                 | <b>6%</b>                 |
| MANAGERS                                      |                           |                           |
| PROFESSIONAL AND TECHNICAL STAFF              |                           |                           |
| CLERICAL AND LABOURER STAFF                   |                           |                           |
| <b>AVERAGE LENGTH OF STAY</b>                 | <b>4</b>                  | <b>3</b>                  |
| MANAGERS                                      |                           |                           |
| PROFESSIONAL AND TECHNICAL STAFF              |                           |                           |
| CLERICAL AND LABOURER STAFF                   |                           |                           |
| <b>CHANGES TO PERSONNEL MANAGEMENT SYSTEM</b> |                           |                           |

| <b>PHYSICAL CAPITAL MEASURES</b>            | <b>2013/14<br/>BUDGET<br/>%</b> | <b>2012/13<br/>Actual<br/>%</b> |
|---------------------------------------------|---------------------------------|---------------------------------|
| VALUE OF TOTAL ASSETS                       | \$6,279,539                     | \$6,269,391                     |
| ASSET REPLACEMENTS : TOTAL ASSETS           | 0%                              | 0%                              |
| BOOK VALUE OF ASSETS : COST OF THOSE ASSETS | 91%                             | 79%                             |
| DEPRECIATION : CASH FLOW ON ASSET PURCHASES | 0%                              | 0%                              |
| CHANGES TO ASSET MANAGEMENT POLICES         |                                 |                                 |

| <b>MAJOR NEW ENTITY CAPITAL EXPENDITURE<br/>FOR THE YEAR</b> | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>Actual<br/>\$ 000's</b> |
|--------------------------------------------------------------|----------------------------------------|----------------------------------------|
| Shelter for x-ray scanner, warehouse repairs                 | 650,000                                |                                        |
|                                                              |                                        |                                        |
|                                                              |                                        |                                        |
|                                                              |                                        |                                        |
|                                                              |                                        |                                        |

## RISK MANAGEMENT

| KEY RISKS FACED BY MINISTRY/PORTFOLIO                                                                                                               | CHANGED IN STATUS FROM 2012/13                                | ACTIONS TO MANAGE RISK                                                                                                                                                                                                                                                                                                                                                                                                       | FINANCIAL VALUE OF RISK |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Loss and/or absence of critical staff                                                                                                               | Ongoing                                                       | <ul style="list-style-type: none"> <li>Provide on the job training and cross-training</li> <li>Formulation of a succession plan for key staff</li> <li>Use acting appointments to ensure staff are exposed to different roles</li> <li>Develop an organizational structure and environment which provides challenges, promotes advancement and recognize achievements</li> <li>Support staff in times of sickness</li> </ul> |                         |
| Aged computers and obsolete office equipment                                                                                                        | Ongoing                                                       | <ul style="list-style-type: none"> <li>Maintain and upgrade on a regular basis; and</li> <li>Replace where feasible</li> </ul>                                                                                                                                                                                                                                                                                               |                         |
| Destruction, damage or loss of assets                                                                                                               | Ongoing                                                       | Safeguard assets in accordance with the Ministry's Continuity Plan                                                                                                                                                                                                                                                                                                                                                           |                         |
| Data and information security                                                                                                                       | Ongoing                                                       | <ul style="list-style-type: none"> <li>Ensure data on servers are backed up daily;</li> <li>Ensure filing cabinets are secured; and</li> <li>Ensure staff sign confidentiality agreements and adhere to the government's policy on confidentiality</li> </ul>                                                                                                                                                                |                         |
| Non-renewal of contracts of key managers and technical staff                                                                                        | Ongoing                                                       | Coordinate with Ministry and Portfolio of Civil Services                                                                                                                                                                                                                                                                                                                                                                     | Undetermined            |
| Rigid implementation of vacation leaves which could affect the timeliness of outputs                                                                | Ongoing                                                       | Request for exemption from vacation leave rules such that it takes into account the work production cycle                                                                                                                                                                                                                                                                                                                    | Undetermined            |
| Poor response rate to the Annual National Accounts Survey and Balance of Payments Survey that could impact on the quality and timeliness of reports | Lower risk may arise from the Statistics (Amendment) Law 2010 | Active promotion of the surveys, the amended Law and active follow-up of responses                                                                                                                                                                                                                                                                                                                                           | Undetermined            |

|                                                              |                                         |                                                                                                                                                         |  |
|--------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Failure of IRIS system if unavailable for more than one week | Commencement of IRIS upgrade            | Regular upgrades and introduction of policy for applying patches/fixes.                                                                                 |  |
| Absence or loss of key accounting staff                      | None                                    | Cross training of staff.                                                                                                                                |  |
| Integrity of the financial data                              | Unaudited financial results made public | -Rigorous Q & A of financial data<br>-CFO confirmation of ledger updates<br>-Continuous review & changes to IRIS functionality and Accounting Standards |  |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| <b>EQUITY MOVEMENT</b>                                                                          | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>Actual<br/>\$ 000's</b> |
|-------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| EQUITY INVESTMENT FROM CABINET INTO THE MINISTRY OF<br>FINANCE AND ECONOMIC DEVELOPMENT         | 743,000                                | 165,000                                |
| CAPITAL (EQUITY) WITHDRAWAL BY CABINET FROM THE MINISTRY<br>OF FINANCE AND ECONOMIC DEVELOPMENT |                                        |                                        |

## **PART B**

# **OUTPUT PERFORMANCE**

## 5. OUTUTS TO BE DELIVERED

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                  |                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <b>CUS 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Processing and Inspection of Vessels and Aircrafts</b>                                                                                        | <b>\$3,139,904</b>                                                                                                                    |
| <b>Description</b><br>Processing of air and marine craft (both local and international)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                  |                                                                                                                                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of aircrafts processed and inspected</li> <li>Number of marine crafts processed and inspected</li> </ul> <b>Quality</b> Aircrafts and marine crafts are cleared in accordance with Customs Laws (17 of 1990) 2007 Revision and Customs Regulations (1998)<br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Aircrafts processed within 30 to 60 minutes of arrival</li> <li>Cruise ship and commercial vessels processed within 15 to 30 minutes of arrival</li> <li>Private vessels processed within 1 to 2 hours of arrival</li> </ul> <b>Location</b> George Town, Grand Cayman<br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>11,000-13,000<br>900-1,200<br><br><br>100%<br><br><br>90%<br>100%<br>100%<br><br>100%<br><br><b>\$3,139,904</b> | <b>2012/13<br/>Actual</b><br><br>15,295<br>1,286<br><br><br>100%<br><br><br>90%<br>100%<br>100%<br><br>100%<br><br><b>\$2,112,845</b> |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                  |                                                                                                                                       |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                              |                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>CUS 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Freight Security Initiative</b>                                                                                                                           | <b>\$2,182,492</b>                                                                             |
| <b>Description</b><br>Inspection and clearance of cargo, involving: <ul style="list-style-type: none"> <li>• Pre-clearance of goods</li> <li>• Non-Intrusive Inspection System (NIIS) scan and clearance of Imported containerized cargo and air cargo</li> <li>• Non-Intrusive Inspection System (NIIS) scan and clearance of exported containerized cargo and air cargo</li> <li>• Manual inspection and clearance of imported and exported cargo</li> <li>• Inspection, monitoring and clearance of imported and exported cargo manifests and Customs entries</li> <li>• Issuing of temporary importation permits</li> </ul>                                                                                                                                                                       |                                                                                                                                                              |                                                                                                |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2012/13<br/>Budget</b>                                                                                                                                    | <b>2012/13<br/>Actual</b>                                                                      |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of pre-clearance entries processed</li> <li>• Number of import entries processed</li> <li>• Number of export entries processed</li> <li>• Number of temporary importation permits processed</li> <li>• No of containers inspected-manual search</li> <li>• No of LCL (loose cargo /consignments inspected-manual search</li> <li>• No of air cargo shipments/consignments inspected</li> <li>• No of export shipments inspected-manual search</li> <li>• Number of imported containerized cargo inspected by NIIS</li> <li>• Number of LCL (loose cargo/consignments) inspected by NIIS</li> <li>• Number of air cargo shipments / consignments inspected by NIIS</li> <li>• Number of export containers inspected by NIIS</li> </ul> | 2,500-3,500<br>100,000-120,000<br>2,500-3,000<br>20-50<br>250-500<br>200-400<br>0<br>10-20<br>15,000-18,000<br>5,000-10,000<br>5,000-10,000<br>10,000-15,000 | 3,079<br>128,925<br>781<br>93<br>849<br>4,821<br>0<br>1,685<br>13,540<br>899<br>2,734<br>3,839 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Pre-clearance and importation permits to be reviewed by Senior Customs Officer</li> <li>• Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) 2011 Revision</li> <li>• System Operators, Image Interpretation Officers and Manual Inspecting officers will be trained by local and regional instructors e.g. Smith's Detection, Caribbean Customs Law Enforcement Council, international and regional law enforcement agencies.</li> </ul>                                                                                                                                                                                                                                                              | 100%<br>100%<br>100%                                                                                                                                         | 100%<br>100%<br>100%                                                                           |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Monday to Friday, 8:30 a.m. to 11:00 p.m.</li> <li>• Saturday, 8:30 a.m. to 11:00 p.m.</li> <li>• Sunday 8:30am-11:00pm</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%<br>100%<br>100%                                                                                                                                         | 100%<br>100%<br>100%                                                                           |

|                                                                                         |                    |                  |
|-----------------------------------------------------------------------------------------|--------------------|------------------|
| <b>Location</b><br>Grand Cayman                                                         | 100%               | 100%             |
| <b>Cost</b>                                                                             | <b>\$2,182,492</b> | <b>\$755,220</b> |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy |                    |                  |

|                                                                                                                                                                                                                                                                                                                  |                                      |                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------|
| <b>CUS 14</b>                                                                                                                                                                                                                                                                                                    | <b>Collection of Customs Duties</b>  | <b>\$3,379,787</b>           |
| <b>Description</b><br>Collection of coercive revenues on the following: <ul style="list-style-type: none"> <li>• Import Duty</li> <li>• Package Tax</li> <li>• Customs Fines</li> <li>• Procedural Fines</li> <li>• Bonded Warehouse</li> <li>• Compounded Penalties</li> </ul>                                  |                                      |                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                  | <b>2012/13<br/>Budget</b>            | <b>2012/13<br/>Actual</b>    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of duty or revenue items processed</li> <li>• Number of inbound entries processed</li> <li>• Number of refunds of revenue processed</li> </ul>                                                                                                   | 80,000-100,000<br>120-140<br>250-350 | 61,602<br>95<br>586          |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Duties and revenue will be levied in accordance with the Customs law, Tariff and Public Management Finance Law (PMFL)</li> <li>• Collection and banking of revenue in accordance with PMFL</li> </ul>                                                    | 100%<br>100%                         | 100%<br>100%                 |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Monday – Friday, 8:30 a.m. – 4:30 p.m.</li> <li>• Saturday, 8:30 a.m. – 12:30 p.m.</li> <li>• Revenue processed and deposited next business day or within 72 hours of receipt</li> <li>• Refunds will be processed within 90 business days</li> </ul> | 100%<br>100%<br>100%<br>100%         | 100%<br>100%<br>100%<br>100% |
| <b>Location</b><br>Customs Offices, Grand Cayman                                                                                                                                                                                                                                                                 | 100%                                 | 100%                         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                      | <b>\$3,379,787</b>                   | <b>\$2,187,129</b>           |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                          |                                      |                              |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                            |                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>CUS 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Patrolling of Coastal Waters: by Customs Department</b> | <b>\$212,893</b>                                                                                                                 |
| <b>Description</b><br>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: <ul style="list-style-type: none"> <li>• Regular air and sea borne patrols of coastal and territorial waters</li> <li>• Responding to calls of suspicious activity or for emergency assistance</li> <li>• Regular searches of vessels entering the territorial waters</li> </ul>                                                                                                                                   |                                                            |                                                                                                                                  |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of hours spent on aerial, marine and emergency assistance<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>• Patrols will be carried out in accordance with the Customs Law (17 of 1990) 2011 Revision</li> <li>• Calls for emergency assistance or investigation of suspicious activities will be attended to by suitably qualified and trained officers</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Emergency Patrols will be done in conjunction with the police department</li> <li>• Calls are responded to within 5 to 30 minutes of receiving notice</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                                                            | <b>2012/13<br/>Budget</b><br><br>4,000-5,000<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$212,893</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                            | <b>2012/13<br/>Actual</b><br><br>3,435<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$215,905</b>       |
| <b>Related Broad Outcome:</b><br>3. More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                            |                                                                                                                                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                       |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------|
| CUS 16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Border Protection and Interdiction with K-9 Support, including Revenue Fraud Investigation Activities | \$1,125,463               |
| <b>Description</b><br><br>Identify arrest and investigate offenders suspected of committing offences under the Customs Law, Misuse of Drugs Law and the Firearms Law. This includes: <ul style="list-style-type: none"><li>• Profiling suspicious persons and activities</li><li>• Reviewing documents presented to Customs for compliance</li><li>• Conducting searches of persons and premises in connection with suspected offences</li><li>• Collection and handling of evidence, interviewing and collecting statements from persons</li><li>• Preparing material for presentation or attendance in Court</li><li>• Conducting K-9 sniff searches of persons, cargo, baggage and vessels and premises</li></ul> |                                                                                                       |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2013/14 Budget</b>                                                                                 | <b>2012/13 Actual</b>     |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                       |                           |
| <b>Customs Fraud Enforcement Division (CFED):</b> <ul style="list-style-type: none"><li>• Number of reports prepared on investigation offences</li><li>• Number of Post Audits conducted based on risk analysis</li><li>• Number of suspected fraud offences investigate</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   | 12-15<br>10-20<br>10-20                                                                               | 11                        |
| <b>Customs Narcotics Enforcement Team (CNET):</b> <ul style="list-style-type: none"><li>• Number of searches conducted on air cargo</li><li>• Number of searches conducted on sea cargo</li><li>• Number of searches of conveyances and premises</li><li>• Number of investigations and court appearances</li><li>• Number of profiling and searches conducted on persons and baggage</li></ul>                                                                                                                                                                                                                                                                                                                      | 50-75<br>15-55<br>12-35<br>10-30<br>190-225                                                           | 56<br>13<br>15<br><br>165 |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Investigations are conducted in accordance with the Customs Law (17 of 1990) 2011 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures</li><li>• Searches are conducted in accordance with the Customs Law (17 of 1990) 2011 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures</li><li>• Prosecution files are complete, factual and accurate</li></ul>                                                                                                                                                                                                                        | 100%<br>100%<br>100%                                                                                  | 100%<br>100%<br>100%      |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• Investigations completed within six months from laying formal charges</li><li>• Prosecution files submitted to the Legal Department within three days of laying formal charges</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%<br>100%                                                                                          | 100%<br>100%              |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                                                  | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$1,125,463</b>                                                                                    | <b>\$1,217,352</b>        |
| <b>Related Broad Outcome:</b><br><br>3. More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                       |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                 |                                               |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------|
| <b>CUS 17</b>                                                                                                                                                                                                                                                                                                                                                                                   | <b>Governance and Administrative Services</b> | <b>\$37,911</b>           |
| <b>Description</b><br>Provision of governance and administrative services to statutory authorities, boards and committees including: <ul style="list-style-type: none"> <li>• Port Authority Board</li> <li>• Cayman Islands Airport Authority</li> <li>• Investment Bureau</li> <li>• Hotels Aid licensing Board</li> <li>• National Drug Council</li> <li>• Liquor Licensing Board</li> </ul> |                                               |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                 | <b>2013/14<br/>Budget</b>                     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of hours providing governance and administrative services                                                                                                                                                                                                                                                                                                             | 200-300                                       | 377                       |
| <b>Quality</b><br>Board meetings will be attended by competent and qualified personnel                                                                                                                                                                                                                                                                                                          | 100%                                          | 100%                      |
| <b>Timeliness</b><br>On time attendance at meetings when meetings are called                                                                                                                                                                                                                                                                                                                    | 100%                                          | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                               | 100%                                          | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                     | <b>\$37,911</b>                               | <b>\$42,899</b>           |
| <b>Related Broad Outcome:</b><br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                |                                               |                           |

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| ESO 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Publication of Statistical Reports and Conduct of Statistical Services | \$1,279,091                                                        |
| <b>Description</b> <ul style="list-style-type: none"><li>• Publication of statistical reports, which include social and economic statistics</li><li>• Delivery of census, survey and other statistical services</li><li>• Distribution of statistical information</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                        |                                                                    |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>2013/14<br/>Budget</b>                                              | <b>2012/13<br/>Actual</b>                                          |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Compendium of Statistics Production Stages and Publication</li><li>• Compendium of Statistics Online</li><li>• International Trade Data Processing</li><li>• International Trade Report</li><li>• Consumer Price Index Surveys</li><li>• Consumer Price Index Data Processing</li><li>• Consumer Price Index Reports</li><li>• Labor Force Survey Production Stages</li><li>• Household Field Work and System Updates</li><li>• Business Register Monthly Updates</li><li>• GDP Production Stages and Report</li><li>• Balance of Payment Production Stages and Report</li><li>• Statistical Information Sets</li></ul> | 5<br>1<br>12<br>4<br>4<br>4<br>4<br>6<br>2<br>9<br>6<br>6<br>15        | 5<br>1<br>12<br>4<br>4<br>4<br>4<br>6.5<br>2<br>12<br>9<br>6<br>34 |
| <b>Quality</b><br>All reports to be reviewed by the Director and Chief Statistician                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                                                   | 100%                                                               |
| <b>Timeliness</b><br>All reports to be submitted to Cabinet in line with the 2013 and 2014 Statistical Publication Calendars                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                                   | 100%                                                               |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                                   | 100%                                                               |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>\$1,279,091</b>                                                     | <b>\$1,189,907</b>                                                 |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                        |                                                                    |

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| <b>ESO 8</b>                                                                                                                                                                                                                                                                                                                   | <b>Monitoring and Reporting on the Economy</b> | <b>\$ 202,625</b>         |
| <b>Description</b><br>Monitoring and reporting on the economy, involving: <ul style="list-style-type: none"> <li>Quarterly and annual economic reporting</li> <li>Country reports for regional and international agencies</li> </ul>                                                                                           |                                                |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Quarterly economic reports on domestic economy</li> <li>Annual report on domestic economy</li> <li>Annual report on world economy</li> <li>Economic information sets for other agencies</li> <li>Special economic report</li> </ul>                                     | 3<br>1<br>1<br>1<br>0                          | 3<br>2<br>1<br>3<br>2     |
| <b>Quality</b><br>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%                      |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year</li> <li>Quarterly reports to be completed and submitted to Cabinet within the following quarter subject to data availability</li> </ul> | 100%<br>100%                                   | 100%<br>100%              |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                | 100%                                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                    | <b>\$ 202,625</b>                              | <b>\$187,483</b>          |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                       |                                                |                           |



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| <b>ESO 9</b>                                                                                                                                                                                                                                                                                                                                                   | <b>Advice on Capital Investments and Other General Information</b> | <b>\$ 2,086</b>           |
| <b>Description</b><br>Provision of advice on Capital Investments and other general information, involving: <ul style="list-style-type: none"> <li>• Reviews of project proposals for the Public Sector Investment Committee (PSIC)</li> <li>• Public Sector investment programme</li> <li>• Training workshop</li> <li>• Servicing of PSIC meetings</li> </ul> |                                                                    |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                                          | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                |                                                                    |                           |
| <ul style="list-style-type: none"> <li>• Number of documents on the terms of reference of the PSIC</li> </ul>                                                                                                                                                                                                                                                  | 1                                                                  | 0                         |
| <ul style="list-style-type: none"> <li>• Number of PSIC meetings organized upon request</li> </ul>                                                                                                                                                                                                                                                             | 1                                                                  | 0                         |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                 |                                                                    |                           |
| <ul style="list-style-type: none"> <li>• Managerial and peer review will be maintained to ensure that quality standards are met</li> </ul>                                                                                                                                                                                                                     | 100%                                                               | 100%                      |
| <ul style="list-style-type: none"> <li>• Project proposals for PSIC reviewed in accordance with PSIC Guidelines</li> </ul>                                                                                                                                                                                                                                     | 100%                                                               | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                              |                                                                    |                           |
| Within agreed time period from date of request for project evaluation                                                                                                                                                                                                                                                                                          | 100%                                                               | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                |                                                                    |                           |
| Grand Cayman                                                                                                                                                                                                                                                                                                                                                   | 100%                                                               | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                    | <b>\$ 2,086</b>                                                    | <b>\$471</b>              |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                       |                                                                    |                           |

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| <b>ESO 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Policy and Technical Advice on Statistical Matters and Economic Issues</b> | <b>\$ 85,392</b>                                                                                                     |
| <b>Description</b><br>Provision of policy and technical advice to the Financial Secretary, Cabinet and other government agencies on: <ul style="list-style-type: none"> <li>• Data collection</li> <li>• Survey design and associated methodology</li> <li>• Report and update on economic outlook</li> <li>• Macroeconomic forecasting</li> <li>• Technical assistance on economic analysis</li> <li>• Research on selected economic issues</li> <li>• Economic outlook for annual strategic policy statement</li> </ul>                                                                         |                                                                               |                                                                                                                      |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Updates on economic outlook</li> <li>• Macro-economic forecasts</li> <li>• Technical assistance to agencies</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Economic reports and papers are reviewed and signed off by the Senior Economist and Director</li> </ul><br><b>Timeliness</b><br>Updated economic outlook and macro-economic forecasts to be produced within deadlines set for the Strategic Policy Statement preparation<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> |                                                                               | <b>2013/14<br/>Budget</b><br><br>2<br>4<br>0<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$ 85,392</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                               | <b>2012/13<br/>Actual</b><br><br>2<br>9<br>31<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$66,730</b> |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                               |                                                                                                                      |

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| <b>FIN 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Policy Advice and Ministerial Servicing</b> | <b>\$ 1,383,129</b>       |
| <b>Description</b><br>Provision of policy advice and ministerial services on issues falling within the scope of activities of the Finance Administration including: <ul style="list-style-type: none"> <li>• All Government financial, budgeting and reporting responsibilities as specified under the Public Management and Finance Law (2010 Revision) and the Financial Regulations, 2010;</li> <li>• Any financial related legislative development; and</li> <li>• Other general financial matters</li> </ul> |                                                |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>2012/13<br/>Budget</b>                      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Hours spent providing policy advice and ministerial services                                                                                                                                                                                                                                                                                                                                                                                                                                   | 12,500-<br>13,200                              | 12,168                    |
| <b>Quality</b><br>Advice and services provided by competent personnel                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                           | 100%                      |
| <b>Timeliness</b><br>Advice and services will be delivered within the agreed timeframes                                                                                                                                                                                                                                                                                                                                                                                                                           | 80%                                            | 80%                       |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$ 1,383,129</b>                            | <b>\$967,542</b>          |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                |                           |

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| <b>FIN 13</b>                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Governance and Administrative Services</b>                                                     | <b>\$134,443</b>                                                                               |
| <b>Description</b><br>Provision of governance and administrative services to the following statutory authorities, boards and committees: <ul style="list-style-type: none"> <li>• Water Authority</li> <li>• Public Service Pensions Board</li> <li>• Cayman Airways Ltd</li> <li>• Caribbean Development Bank</li> <li>• Cayman Turtle Farm (1983) Ltd</li> <li>• National Hurricane Committee</li> <li>• Central Tenders Committee</li> </ul> |                                                                                                   |                                                                                                |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of meetings attended<br><br><b>Quality</b><br>Service will be provided by competent personnel<br><br><b>Timeliness</b><br>Attendance when meetings are called<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b>                                                                                                                                                                        | <b>2013/14<br/>Budget</b><br><br>75-90<br><br>100%<br><br>85%<br><br>100%<br><br><b>\$134,443</b> | <b>2012/13<br/>Actual</b><br><br>59<br><br>100%<br><br>85%<br><br>100%<br><br><b>\$133,168</b> |
| <b>Related Broad Outcome:</b><br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                   |                                                                                                |

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| <b>FIN 14</b>                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Administration and Processing of Applications</b> | <b>\$ 551,891</b>                                                             |
| <b>Description</b><br>Administration and processing of applications for: <ul style="list-style-type: none"> <li>• Fee and customs duty waivers;</li> <li>• Stamp duty abatements and assessments;</li> <li>• Government civil servants personal loans; and Approvals under sections 32, 80, 178 and 181 of the Companies law (2009 Revision)</li> <li>• Government Guaranteed Home Mortgage Scheme</li> </ul> |                                                      |                                                                               |
| <b>Measures</b><br><i><b>Quantity</b></i><br>Number of applications received and processed<br><br><i><b>Quality</b></i><br>Applications processed in compliance with applicable laws and Ministry guidelines<br><br><i><b>Timeliness</b></i><br>Response provided within 5-8 working days of receipt of application<br><br><i><b>Location</b></i><br>Grand Cayman                                             |                                                      | <b>2012/13<br/>Budget</b><br><br>900-1,250<br><br>100%<br><br>90%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                   |                                                      | <b>2012/13<br/>Actual</b><br><br>1,164<br><br>100%<br><br>90%<br><br>100%     |
|                                                                                                                                                                                                                                                                                                                                                                                                               |                                                      | <b>\$ 551,891</b><br><br><b>\$385,302</b>                                     |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                       |                                                      |                                                                               |

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| <b>RSK 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Risk Management Services</b> | <b>\$152,472</b>          |
| <b>Description</b> <ul style="list-style-type: none"> <li>Management of operational, financial, strategic and hazardous risks, involving: <ul style="list-style-type: none"> <li>Identifying, evaluating and reviewing risks</li> <li>Developing and managing risk awareness/reduction projects</li> <li>Incident investigation</li> <li>Arranging and coordinating appropriate property and liability insurance coverage</li> </ul> </li> <li>Provision of policy advice and ministerial services to the Minister of Finance, Cabinet and Financial Secretary on risk management issues</li> </ul> |                                 |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2012/13<br/>Budget</b>       | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                 |                           |
| • Number of insurance policies managed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 18-21                           | 19                        |
| • Number of cabinet papers/notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 4-6                             | 12                        |
| • Number of Risk Awareness/ Reduction Projects                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 3-4                             | 0                         |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                 |                           |
| • Policies to be reviewed by trained and competent personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                            | 100%                      |
| • All advice will be prepared and presented accurately, in required format                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                            | 100%                      |
| • All advice will be reviewed and signed off by senior management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                            | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                 |                           |
| • Policies to be reviewed before expiration date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                            | 100%                      |
| • Cabinet papers/notes will be delivered by agreed target dates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                            | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                 |                           |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$152,472</b>                | <b>\$137,935</b>          |
| <b>Related Broad Outcome:</b><br>8: A Culture of good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                 |                           |



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| <b>TSY 34</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Ministerial Servicing for the Minister of Finance</b> | <b>\$ 51,387</b>          |
| <b>Description</b><br>Provide ministerial servicing to the Minister of Finance, including: <ul style="list-style-type: none"> <li>• Preparation of replies to parliamentary questions</li> <li>• Preparation of draft papers and notes for Cabinet's consideration</li> <li>• Provision of support at Finance Committee meetings</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                          |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of replies to parliamentary questions</li> <li>• Number of cabinet notes</li> <li>• Number of speaking notes</li> <li>• Number of pieces of advice</li> <li>• Number of meetings attended</li> <li>• Number of Finance Committee sessions attended</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• All replies and papers are reviewed by the Accountant General (AG) and/or Deputy Accountant General (DAG)</li> <li>• Speaking notes and pieces of advice will be accurate, subject to peer review where possible; reviewed and signed-off by senior management</li> <li>• Meetings will be attended by knowledgeable and experienced personnel in the subject area</li> <li>• Support to committees are provided by experienced and knowledgeable personnel</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Cabinet notes, speaking notes delivered within timeframe agreed</li> <li>• Replies to parliamentary questions for Legislative Assembly provided within 2 - 3 working days before the due date set by Minister of Finance and Economic Development</li> <li>• Finance Committee meetings will be attended as scheduled</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1-3                                                      | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 10-12                                                    | 8                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3-4                                                      | 9                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 20-25                                                    | 41                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 10-12                                                    | 2                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1-2                                                      | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                     | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                     | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                     | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                     | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95-100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95-100%                                                  | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95-100%                                                  | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                     | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$51,387</b>                                          | <b>\$26,065</b>           |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                          |                           |

Note: Combined Outputs: BMS 17 & TSY 24



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| <b>TSY 35</b>                                                                                                                                                                      | <b>Governance and Administration Services</b> | <b>\$84,517</b>           |
| <b>Description</b><br>Provision of governance and administrative services including advice and participation in related activities to statutory authorities, boards and committee: |                                               |                           |
| <b>Measures</b>                                                                                                                                                                    | <b>2013/14<br/>Budget</b>                     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of board and committee meetings attended                                                                                                                 | 120-130                                       | 120                       |
| <b>Quality</b><br>Service provided by competent personnel                                                                                                                          | 100%                                          | 100%                      |
| <b>Timeliness</b><br>Attendance when meetings are called                                                                                                                           | 85%                                           | 100%                      |
| <b>Location</b><br>Grand Cayman                                                                                                                                                    | 100%                                          | 100%                      |
| <b>Cost</b>                                                                                                                                                                        | <b>\$84,517</b>                               | <b>\$38,044</b>           |
| <b>Related Broad Outcome:</b><br><br>8. A Culture of Good Governance                                                                                                               |                                               |                           |

Note: Combined Outputs: BMS 19; REV 8; & TSY 32

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| TSY 36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Financial Management and Forecasting | \$ 167,035                 |                           |
| <b>Description</b> <ul style="list-style-type: none"><li>Provision of analysis , monitoring and reporting on the financial performance of government including;<ul style="list-style-type: none"><li>On-going compliance monitoring against established and agreed budget limits</li><li>Controlling spending in aggregate.</li><li>advising agencies on budget development polices/issues</li><li>establishing resource allocation for agencies</li></ul></li><li>Provision of Financial reporting of forecasted government financial results</li></ul> |                                      |                            |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                      | <b>2013/14<br/>Budget</b>  | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of compliance report prepared</li><li>Number of financial forecast prepared</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                       |                                      | 5-8<br>2-3                 | 7<br>0                    |
| <b>Quality</b> <ul style="list-style-type: none"><li>Reports will be robust and accurate, subject to peer review where possible; reviewed and sign-off by management</li><li>Directive contains relevant section of laws or policy which validates decision</li><li>All financial forecasts are reviewed by Accountant General and/or Deputy Accountant General prior to release</li></ul>                                                                                                                                                               |                                      | 100%<br>100%<br>100%       | 100%<br>N/A<br>N/A        |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Reports will be prepared in accordance with agreed timeline or as required</li><li>Directives issued with time frame established</li><li>Financial forecast completed within the timeframe as agreed with the Financial Secretary/ Minister of Finance</li></ul>                                                                                                                                                                                                                                 |                                      | 95-100%<br>100%<br>95-100% | 100%<br>N/A<br>N/A        |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                      |                            |                           |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                      | \$ 167,035                 | \$168,627                 |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                            |                           |

Note: Combined Outputs: BMS 16 & TSY 20

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                  |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------|
| <b>TSY 37</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Financial Reporting of Government Results</b> | <b>\$ 744,538</b>         |
| <b>Description</b><br>Financial Reporting to Minister of Finance including: <ul style="list-style-type: none"> <li>Monthly core government financial reports</li> <li>Financial Statements for the Entire Public Sector (EPS)</li> <li>Review changes made to IPSAS and provision of guidance for core government</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                  |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of core government monthly financial reports</li> <li>Number of Annual Entire Public Sector (EPS) Financial Statements</li> <li>Number of reports on changes made to International Public Sector Accounting Standards (IPSAS)</li> <li>Number of Quarterly ESO Reports</li> <li>Number of BDC reports</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Financial reports are reviewed by Accountant General and/or Deputy Accountant General before submission to the Minister of Finance</li> <li>Reports on changes made to IPSAS provided after review by Accounting Policy Committee and approval of Accountant General</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Monthly financials to be submitted within the agreed Cabinet datelines</li> <li>Annual financials to be submitted by statutory deadline or other date agreed by the Financial Secretary/ Minister of Finance</li> <li>Reports on changes made to IPSAS within three months of publication by International Federation of Accountants (IFAC)</li> <li>BDC reports prepared monthly</li> </ul> <b>Location</b><br>Grand Cayman | <b>2013/14<br/>Budget</b>                        | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                  |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 12                                               | 9                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1                                                | 1                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1                                                | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4                                                | 5                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 12                                               | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                             | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                             | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                             | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                             | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                             | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$ 744,538</b>                                | <b>\$633,531</b>          |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                  |                           |

*Note: This output was formerly TSY 19.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------|
| TSY 38                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Cash and Revenue Forecasting | \$ 83,287                 |
| <b>Description</b> <ul style="list-style-type: none"><li>Provision revenue forecasting to the Minister of Finance and Economic Development and Cabinet, including</li><li>Management of core government cash flows</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   |                              |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>Number of short term revenue forecasts</li><li>Number of medium term revenue forecasts</li><li>Number of quarterly revenue re-forecasts</li><li>Number of cash forecasting</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>Forecasts are based on related technical standards</li><li>Subject to peer review and sign off by senior management</li></ul><br><b>Timeliness</b> <ul style="list-style-type: none"><li>Forecasts are prepared in accordance with budgeting and reporting timelines</li></ul><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>    | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3-6                          | 1                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2-3                          | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3-4                          | 9                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 10-12                        | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                         | 100%                      |
| 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                         |                           |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                              |                           |

*Note: This output was formerly REV 6.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                                      |                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------------|-------------------------------------|
| TSY 39                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Budget Planning | \$ 253,067                           |                                     |
| <b>Description</b><br>Budget planning and preparation of the Government’s annual budget including; <ul style="list-style-type: none"><li>• Determining the strategic policy priorities and fiscal parameters for the government</li><li>• Designing of budget process and preparation of timeline</li><li>• Coordinating and development of the government budget</li><li>• Preparation and production of government budget and Appropriation Bills</li></ul>                                                                                                                                                                                                                                 |                 |                                      |                                     |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 | <b>2013/14<br/>Budget</b>            | <b>2012/13<br/>Actual</b>           |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of Strategic Policy Statement</li><li>• Number of Timeline</li><li>• Number of Annual Budget</li><li>• Number of Supplementary Budget</li><li>• Number of Annual Appropriation Bills</li><li>• Number of Supplementary Appropriation Bills</li></ul>                                                                                                                                                                                                                                                                                                                                                                           |                 | 1<br>1<br>1<br>1-4<br>1<br>1-4       | 1<br>1<br>4<br>0<br>1<br>0          |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Strategic Policy Statement are robust and prepared based on Cabinet’s directives</li><li>• Timeline is prepared in accordance with Cabinet’s directive and in the prescribed format</li><li>• Budget /Supplementary will be accurate and prepared in accordance with the PMFL (2010 Revision) and Cabinet’s directives</li><li>• Annual Appropriation Bills/Supplementary Bills are accurate and relative to the Annual/Supplementary Plan and Estimates; Bills are prepared in accordance with the established format set by the Legislative Counsel</li><li>• All documents are reviewed, edited and checked by management</li></ul> |                 | 100%<br>100%<br>100%<br>100%<br>100% | 100%<br>100%<br>N/A<br>100%<br>100% |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• SPS prepared by 1 December, 2013</li><li>• Timeline is prepared by 1 October 2013</li><li>• Annual Budget and Appropriation Bill prepared in accordance with b Budget Timeline or as directed by Cabinet</li><li>• Supplementary Budget Books/Supplementary Appropriation Bills prepared as directed by Cabinet</li></ul>                                                                                                                                                                                                                                                                                                           |                 | 100%<br>100%<br>100%<br>100%         | 100%<br>100%<br>100%<br>N/A         |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 | <b>\$253,067</b>                     | <b>\$396,857</b>                    |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                                      |                                     |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                                      |                                     |

*Note: This output was formerly BMS 15.*

|                                                                                                                                                                                                                                                                                         |                                                       |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------|
| <b>TSY 40</b>                                                                                                                                                                                                                                                                           | <b>Management of Centralized Government Functions</b> | <b>\$ 598,784</b>         |
| <b>Description</b><br>Management of centralized government functions including: <ul style="list-style-type: none"> <li>Processing of payroll and other employee related payments</li> <li>Processing creditor payments</li> <li>Recovering outstanding core government debts</li> </ul> |                                                       |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                         | <b>2013/14<br/>Budget</b>                             | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                         |                                                       |                           |
| <ul style="list-style-type: none"> <li>Number of Annual cheque run</li> </ul>                                                                                                                                                                                                           | 1,500-1,700                                           | 1,713                     |
| <ul style="list-style-type: none"> <li>Number of monthly and bi-weekly payroll processed</li> </ul>                                                                                                                                                                                     | 32-38                                                 | 33                        |
| <ul style="list-style-type: none"> <li>Number of government debts managed</li> </ul>                                                                                                                                                                                                    | 1,400-1,500                                           | 1,588                     |
| <b>Quality</b>                                                                                                                                                                                                                                                                          |                                                       |                           |
| <ul style="list-style-type: none"> <li>Verify that request for payment is signed by Chief Officer, Chief Financial Officer or other designated person(s)</li> </ul>                                                                                                                     | 100%                                                  | 100%                      |
| <ul style="list-style-type: none"> <li>Ensure that sufficient funds exist in bank accounts prior to cheque runs</li> </ul>                                                                                                                                                              | 100%                                                  | 100%                      |
| <ul style="list-style-type: none"> <li>Electronic Payroll bank files verified to payroll results and paper base reports by Supervisor or his/her designate</li> </ul>                                                                                                                   | 100%                                                  | 100%                      |
| <ul style="list-style-type: none"> <li>Collection efforts will be carried out in accordance with departmental procedures</li> </ul>                                                                                                                                                     | 100%                                                  | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                       |                                                       |                           |
| <ul style="list-style-type: none"> <li>Cheque runs processed within 24 hours</li> </ul>                                                                                                                                                                                                 | 95-100%                                               | 95-100%                   |
| <ul style="list-style-type: none"> <li>Monthly and bi-weekly payrolls to be verified prior to distribution to Banks</li> </ul>                                                                                                                                                          | 100%                                                  | 100%                      |
| <ul style="list-style-type: none"> <li>Monthly payroll to be forwarded to banks three days prior to pay-date</li> </ul>                                                                                                                                                                 | 100%                                                  | 100%                      |
| <ul style="list-style-type: none"> <li>Bi-weekly wages to be forwarded to banks two days prior to pay date</li> </ul>                                                                                                                                                                   | 100%                                                  | 100%                      |
| <ul style="list-style-type: none"> <li>Action will be initiated within 30 days of debt being referred by requesting department</li> </ul>                                                                                                                                               | 95-100%                                               | 95-100%                   |
| <b>Location</b>                                                                                                                                                                                                                                                                         |                                                       |                           |
| Grand Cayman                                                                                                                                                                                                                                                                            |                                                       |                           |
| <b>Cost</b>                                                                                                                                                                                                                                                                             | <b>\$ 598,784</b>                                     | <b>\$572,926</b>          |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                 |                                                       |                           |

Note: Combined Outputs: TSY 22; TSY 23; & TSY 26

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------|
| TSY 41                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Collection of Coercive Revenue | \$ 150,691                |
| <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                |                           |
| Receipting and management of coercive revenue: <ul style="list-style-type: none"><li>• Environmental Protection Fund Fees for airlines and cruise ships</li><li>• Cruise Ship Departure Charges</li><li>• Debit transaction fees</li><li>• Stamp Duties on Insurance Policies other than life</li><li>• On behalf of other Government Agencies</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>• Number of invoices sent to airlines and cruise ship companies</li><li>• Number of receipts produced for debit transaction fees</li><li>• Number of receipts produced for stamp duty on insurance policies</li><li>• Number of receipts produced on behalf of other agencies</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>• Invoices prepared in accordance with Manifest details</li><li>• Invoices prepared in compliance with Travel Tax Law</li><li>• Invoices reviewed and verified by senior management prior to issue</li></ul><br><b>Timeliness</b> <ul style="list-style-type: none"><li>• Invoices to be sent within two business day after receipt of the manifest</li><li>• Debit transaction and stamp duty on insurance policies receipted within two days of receipt of funds from banks and insurance companies</li><li>• Funds on behalf of other Government agencies receipted on the day received</li></ul><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>      | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 350-400                        | 398                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 84                             | 84                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 125-150                        | 114                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2,700-2,800                    | 2,734                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                           | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                           | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                           | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                           | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                           | 100%                      |
| 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                           |                           |
| <b>Related Broad Outcome:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                |                           |
| 1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                |                           |

*Note: This output was formerly TSY 25.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      |                           |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------|---------------------------|
| TSY 42                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Training and Support | \$ 58,689                 |                           |
| <b>Description</b><br>Training and Support on budget and IRIS functionality including:- <ul style="list-style-type: none"><li>• Output specification and output costing</li><li>• Training on requirements of the Public Management and Finance Law (2012 Revision) and Financial Regulations (2010 Revision)</li><li>• Prepare and update a Financial and Operating Procedures Manual for Core Government and Treasury Department</li></ul>                          |                      |                           |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>• Number of training and support sessions</li></ul><br><b>Quality</b><br>Training and support sessions will be presented/conducted by experienced and knowledgeable persons in the subject area<br><br><b>Timeliness</b><br>Training sessions and support sessions will be delivered as scheduled or as agreed by both parties<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> |                      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      | 8-10                      | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      | <b>\$ 58,689</b>          | <b>\$913</b>              |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                               |                      |                           |                           |

*Note: This output was formerly BMS 18.*



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                      |                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>TSY 43</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Management of Government Bank Accounts Investments , Reserves and Public Debt</b> | <b>\$ 736,218</b>                                                                                                        |
| <b>Description</b><br>Management of investments and borrowing activities of core government; <ul style="list-style-type: none"> <li>• Management of Investments, reserves</li> <li>• Negotiating investment rates for Core Government</li> <li>• Recording, maintaining and monitoring borrowing of public funds</li> <li>• Monitor and manage the Government's bank accounts including: <ul style="list-style-type: none"> <li>• Sweeping and funding of bank accounts;</li> <li>• Cash requirements and disbursements profiles;</li> <li>• Bank reconciliation</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                      |                                                                                                                          |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of investments managed</li> <li>• Number of Reserve funds managed</li> <li>• Number of public debt loans managed</li> <li>• Number of self-financing loans managed</li> <li>• Number of Bank Accounts managed</li> <li>• Number of Bank Reconciliation's</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Compliance with the Public Management and Finance Law (2010 Revision) and the Financial Regulations (2010 Revision)</li> <li>• Compliance with instructions given by the Legislative Assembly and Finance Committee for transfer of funds to or from Reserve Funds</li> <li>• Loans are managed in accordance with conditions laid out in the relevant bond/loan agreements and debt management strategy</li> <li>• Bank reconciliation statements reviewed and approved by Supervisor prior to release to Ministries/Portfolios</li> <li>• CFO/Client alerted to outstanding issues</li> </ul> |                                                                                      | <b>2013/14 Budget</b><br><br>15-20<br>13<br>15<br>3<br>98-100<br>1,150-1,200<br><br>100%<br>100%<br>100%<br>100%<br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                      | <b>2012/13 Actual</b><br><br>29<br>13<br>15<br>3<br>100<br>1,175<br><br>100%<br>100%<br>100%<br>100%<br>100%             |

|                                                                                                           |                   |                  |
|-----------------------------------------------------------------------------------------------------------|-------------------|------------------|
| <b>Timeliness</b>                                                                                         |                   |                  |
| • Activities recorded in General Ledger for investments within one week of date of transaction            | 95-100%           | 95-100%          |
| • Reconciliation of reserve funds by 5th of the following month                                           | 95-100%           | 95-100%          |
| • Principal repayments and interest payments made by the due date                                         | 100%              | 100%             |
| • Invoice Statutory Authorities within 15 days following Treasury payment date to the lending institution | 100%              | 100%             |
| • FCO reports prepared monthly as specified in Appendix C of FFR                                          | 100%              | 100%             |
| • Bank reconciliation prepared and approved by the end of the following month                             | 100%              | 100%             |
| • CFO/Client contacted within 48 hours of approval                                                        | 100%              | 100%             |
| • Stale-dated cheques written back quarterly                                                              | 100%              | 100%             |
| <b>Location</b>                                                                                           |                   |                  |
| Grand Cayman                                                                                              | 100%              | 100%             |
| <b>Cost</b>                                                                                               |                   |                  |
|                                                                                                           | <b>\$ 736,218</b> | <b>\$841,270</b> |
| <b>Related Broad Outcome:</b>                                                                             |                   |                  |
| 1. A Strong, Thriving and Increasingly Diverse Economy                                                    |                   |                  |

Total cost of supplying this output is **\$778,458**. However, the revenue of **\$42,240** from other Government agencies reduces the cost to Cabinet to **\$736,218**

Notes: - Combined Outputs: TSY 21; TSY 28 & TSY 29

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                               |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------|
| <b>TSY 44</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Management and Administration of Loans</b> | <b>\$ 193,150</b>         |
| <b>Description</b><br>Management and Administration of loans made to various organizations, individuals and employees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                               |                           |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of loans managed monthly<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>Loans are processed in accordance with conditions laid out in the relevant loan agreement</li> <li>Loans secured where required</li> <li>Loans approved by management and disbursement does not exceed approved amount</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Approved loan applications are processed within five working days on receipt of approved application</li> <li>Late or missed payments followed up within 10 working days of following month</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                     | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 200- 250                                      | 241                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                          | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                          | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                          | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                          | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                          | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                          | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$ 193,150</b>                             | <b>\$127,925</b>          |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                               |                           |

*Note: This output was formerly TSY 27.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                          |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------|
| TSY 45                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Management of Trust Assets                                                               | \$ 34,947                 |
| <b>Description</b><br>Management of Trust Assets on behalf of the Financial Secretary including: <ul style="list-style-type: none"><li>• Mutual Legal Assistance Treaty (MLAT) Trust</li><li>• Defunct Companies Trust</li><li>• Other General Trusts as specified from time to time</li></ul>                                                                                                                                                         |                                                                                          |                           |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of trust assets managed<br><br><b>Quality</b><br>Trust assets to be managed in accordance with Public Management and Finance Law (2010 Revision) and the Financial Regulations (2010 Revision)<br><br><b>Timeliness</b><br>Annual trust assets financials to be submitted by statutory deadline or other date agreed by Financial Secretary<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                                                | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4                                                                                        | 4                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                                                     | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                                                     | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$ 34,947                                                                                | \$26,642                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy |                           |

*Note: This output was formerly TSY 30.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                     |                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b>TSY 46</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Management and Support of IRIS Functionality</b> | <b>\$1,300,930</b>                                                                                      |
| <b>Description</b><br>Management and support of IRIS functionality including; <ul style="list-style-type: none"> <li>Establishing ,operating and managing a centralized accounting information system for the Government</li> <li>Oversight and coordination of accounting system upgrades</li> <li>Monitoring system upgrade against agreed strategy and work plan</li> <li>Facilitating briefings and training for Ministries and Portfolios</li> <li>Provision of IRIS support</li> </ul>                   |                                                     |                                                                                                         |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours supporting and implementing necessary changes to IRIS</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Work plans and monitoring reflect IRIS implementation strategy</li> <li>Technical assistance provided by suitably knowledgeable persons)</li> </ul> <b>Timeliness</b><br>Upgrades and implementation completed by December 2013<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> |                                                     | <b>2013/14<br/>Budget</b><br><br>800 -900<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$1,300,930</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                     | <b>2012/13<br/>Actual</b><br><br>358.25<br><br>100%<br><br>100%<br><br><b>\$277,036</b>                 |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                     |                                                                                                         |

*Note: This output was formerly TSY 31.*

## 6. PAYMENT ARRANGEMENTS

Cabinet will pay the Ministry of Finance and Economic Development for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of Finance and Economic Development. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVIOCE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>CUS 10</b><br>\$ | <b>CUS 12</b><br>\$ | <b>CUS 14</b><br>\$ | <b>CUS 15</b><br>\$ | <b>CUS 16</b><br>\$ | <b>CUS 17</b><br>\$ | <b>ESO 7</b><br>\$ | <b>ESO 8</b><br>\$ |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|
| July         | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| August       | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| September    | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| October      | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| November     | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| December     | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| January      | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| February     | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| March        | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| April        | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| May          | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| June         | 261,659             | 181,874             | 281,649             | 17,741              | 93,789              | 3,159               | 106,591            | 16,885             |
| <b>TOTAL</b> | <b>3,139,908</b>    | <b>2,182,488</b>    | <b>3,379,788</b>    | <b>212,892</b>      | <b>1,125,468</b>    | <b>37,908</b>       | <b>1,279,092</b>   | <b>202,620</b>     |

| MONTH        | ESO 9<br>\$  | ESO 10<br>\$  | RSK 6<br>\$    | FIN 12<br>\$     | FIN 13<br>\$   | FIN 14<br>\$   | TSY 33<br>\$   | TSY 34<br>\$  |
|--------------|--------------|---------------|----------------|------------------|----------------|----------------|----------------|---------------|
| July         | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| August       | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| September    | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| October      | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| November     | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| December     | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| January      | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| February     | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| March        | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| April        | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| May          | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| June         | 174          | 7,116         | 12,706         | 115,261          | 11,204         | 45,991         | 9,808          | 4,282         |
| <b>TOTAL</b> | <b>2,088</b> | <b>85,392</b> | <b>152,472</b> | <b>1,383,132</b> | <b>134,448</b> | <b>551,892</b> | <b>117,696</b> | <b>51,384</b> |

| MONTH        | TSY 35<br>\$  | TSY 36<br>\$   | TSY 37<br>\$   | TSY 38<br>\$  | TSY 39<br>\$   | TSY 40<br>\$   | TSY 41<br>\$   | TSY 42<br>\$  |
|--------------|---------------|----------------|----------------|---------------|----------------|----------------|----------------|---------------|
| July         | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| August       | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| September    | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| October      | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| November     | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| December     | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| January      | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| February     | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| March        | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| April        | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| May          | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| June         | 7,043         | 13,920         | 62,045         | 6,941         | 21,089         | 49,899         | 12,558         | 4,891         |
| <b>TOTAL</b> | <b>84,516</b> | <b>167,040</b> | <b>744,540</b> | <b>83,292</b> | <b>253,068</b> | <b>598,788</b> | <b>150,696</b> | <b>58,692</b> |

| <b>MONTH</b> | <b>TSY 43</b><br><b>\$</b> | <b>TSY 44</b><br><b>\$</b> | <b>TSY 45</b><br><b>\$</b> | <b>TSY 46</b><br><b>\$</b> |
|--------------|----------------------------|----------------------------|----------------------------|----------------------------|
| July         | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| August       | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| September    | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| October      | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| November     | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| December     | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| January      | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| February     | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| March        | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| April        | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| May          | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| June         | 61,351                     | 16,096                     | 2,912                      | 108,411                    |
| <b>TOTAL</b> | <b>736,212</b>             | <b>193,152</b>             | <b>34,944</b>              | <b>1,300,932</b>           |





**MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- d. Complete and reliable;
- e. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- f. Comply with generally accepted accounting practice.

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**Mrs. Sonia McLaughlin, Cert. Hon, JP**  
**Chief Officer**

Ministry of Finance and Economic Development

October 4 2013

**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2014**

|                                  | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------|------|----------------------------|----------------------------|----------------------------|
| <b>Current Assets</b>            |      |                            |                            |                            |
| Cash and cash equivalents        | 1    | 16,297                     | 12,436                     | 11,297                     |
| Trade receivables                | 2    | 1,593                      | 2,221                      | 4,500                      |
| Other receivables                | 2    | 32                         | 40                         | 28                         |
| Prepayments                      | 3    | 237                        | 387                        | 302                        |
| <b>Total Current Assets</b>      |      | <u>18,159</u>              | <u>15,084</u>              | <u>16,127</u>              |
| <b>Non-Current Assets</b>        |      |                            |                            |                            |
| Prepayments                      | 3    |                            |                            | 231                        |
| Property, plant and equipment    | 4    | 4,501                      | 4,277                      | 5,435                      |
| Intangible Assets                | 5    | 1,779                      | 1,992                      | 1,977                      |
| <b>Total Non-Current Assets</b>  |      | <u>6,280</u>               | <u>6,269</u>               | <u>7,643</u>               |
| <b>Total Assets</b>              |      | <u>24,438</u>              | <u>21,353</u>              | <u>23,770</u>              |
| <b>Current Liabilities</b>       |      |                            |                            |                            |
| Trade Payables                   | 6    | 22                         | 919                        | 114                        |
| Other payables and accruals      | 6    | 1,310                      | 811                        | 2,946                      |
| Employee entitlements            | 7    | 361                        | 447                        | 447                        |
| Repayment of surplus             |      | 10,938                     | 7,363                      | 7,363                      |
| <b>Total Liabilities</b>         |      | <u>11,883</u>              | <u>9,540</u>               | <u>10,870</u>              |
| <b>Net Assets</b>                |      | <u>12,555</u>              | <u>11,813</u>              | <u>12,900</u>              |
| <b>NET WORTH</b>                 |      | 5,058                      | 4,315                      | 13,358                     |
| Contributed Capital              |      |                            |                            |                            |
| Accumulated surpluses/(deficits) |      | 7,497                      | 7,498                      | (458)                      |
| <b>Total Net Worth</b>           |      | <u>12,555</u>              | <u>11,813</u>              | <u>12,900</u>              |

**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                         | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------------------|------|----------------------------|----------------------------|----------------------------|
| <b>Revenue</b>                                                          |      |                            |                            |                            |
| Sale of goods and services                                              | 8    | 21,314                     | 16,700                     | 16,629                     |
| Investment revenue                                                      | 9    |                            | 1                          | 1                          |
| Other revenue                                                           |      |                            |                            | 139                        |
| <b>Total Revenue</b>                                                    |      | <u>21,314</u>              | <u>16,701</u>              | <u>16,769</u>              |
| <b>Expenses</b>                                                         |      |                            |                            |                            |
| Personnel costs                                                         | 10   | 14,141                     | 13,913                     | 13,958                     |
| Supplies and consumables                                                | 11   | 3,613                      | 2,729                      | 2,847                      |
| Depreciation                                                            |      | 519                        | 469                        | 321                        |
| Amortization                                                            |      | 213                        | 57                         |                            |
| (Gains)/losses on foreign exchange transactions                         | 12   |                            | (1)                        | 2                          |
| (Gains)/losses on disposal/revaluation of property, plant and equipment | 12   |                            | 1                          | (1)                        |
| Loss on Revaluation of Asset                                            |      |                            | 767                        |                            |
| (Gains)/losses from de-recognition of assets                            | 12   |                            |                            | (13)                       |
| <b>Total Expenses</b>                                                   |      | <u>18,487</u>              | <u>17,935</u>              | <u>17,114</u>              |
| <b>Surplus or (deficit) for the period</b>                              |      | <u>2,827</u>               | <u>(1,234)</u>             | <u>(345)</u>               |

**CASH FLOW STATEMENT****FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|----------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                            |                            |
| <i><b>Receipts</b></i>                                      |      |                            |                            |                            |
| Outputs to Cabinet                                          |      | 18,820                     | 16,270                     | 15,432                     |
| Sale of goods and services                                  |      | 2,769                      | 2,473                      | 1,960                      |
| Interest received                                           |      |                            |                            | 1                          |
| Other receipts                                              |      | 25                         | 198                        | 6,959                      |
| <i><b>Payments</b></i>                                      |      |                            |                            |                            |
| Personnel costs                                             |      | (14,141)                   | (13,385)                   | (13,896)                   |
| Supplies and consumables                                    |      | (3,613)                    | (2,995)                    | (2,613)                    |
| Other payments                                              |      |                            | (164)                      | (2)                        |
| <b>Net cash flows from operating activities</b>             |      | <b>3,861</b>               | <b>2,397</b>               | <b>7,841</b>               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                            |                            |
|                                                             |      |                            | (1,423)                    | (415)                      |
| Purchase of property, plant and equipment                   |      |                            |                            |                            |
| Proceeds from sale of property plant and equipment          |      |                            |                            | 7                          |
| <b>Net cash flows from investing activities</b>             |      | <b>(743)</b>               | <b>(1,423)</b>             | <b>(411)</b>               |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                            |                            |
| Equity investment                                           |      | 743                        | 165                        | 1,000                      |
| Repayment of surplus                                        |      |                            |                            | (25,000)                   |
| Capital withdrawal                                          |      |                            |                            |                            |
| <b>Net cash flows from financing activities</b>             |      | <b>743</b>                 | <b>165</b>                 | <b>(24,000)</b>            |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>3,861</b>               | <b>1,139</b>               | <b>(16,570)</b>            |
| Cash and cash equivalents at beginning of period            |      | 12,436                     | 11,297                     | 27,867                     |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>16,297</b>              | <b>12,436</b>              | <b>11,297</b>              |

**STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                | Contributed<br>Capital | Accumulated<br>Surplus/<br>(deficits) | Total  |
|--------------------------------|------------------------|---------------------------------------|--------|
| <b>Balance at 30 June 2012</b> | 4,150                  | 8,780                                 | 12,900 |
| Changes in accounting policy   |                        |                                       |        |
| Prior Year Adjustments         |                        | (18)                                  | (18)   |
| <b>Restated balance</b>        | 4,150                  | 8,732                                 | 12,882 |

**Changes in net worth for 2012/13**

|                                                                |       |         |         |
|----------------------------------------------------------------|-------|---------|---------|
| Gain/(loss) on property revaluation                            |       |         |         |
| Gain/(loss) on revaluation of investments                      |       |         |         |
| Exchange differences on translating foreign operations         |       |         |         |
| Equity Investment from Cabinet                                 | 165   |         | 165     |
| Capital withdrawals by Cabinet                                 |       |         |         |
| Repayment of surplus to Cabinet                                |       |         |         |
| <b>Net revenue / expenses recognised directly in net worth</b> | 165   |         | 165     |
| Surplus/(deficit)for the period 2012/13                        |       | (1,234) | (1,234) |
| <b>Total recognised revenues and expenses for the period</b>   | 165   | (1,234) | (1,069) |
| <b>Balance at 30 June 2013 carried forward</b>                 | 4,315 | 7,498   | 11,813  |

|                                                | Contributed<br>Capital | Accumulated<br>Surplus/<br>(deficits) | Total  |
|------------------------------------------------|------------------------|---------------------------------------|--------|
| <b>Balance at 30 June 2013 brought forward</b> | 4,315                  | 7,496                                 | 11,813 |
| Changes in accounting policy                   |                        |                                       |        |
| Prior Year Adjustments                         |                        |                                       |        |
| <b>Restated balance</b>                        | 4,315                  | 7,496                                 | 11,813 |

**Changes in net worth for 2013/14**

|                                                                |       |         |         |
|----------------------------------------------------------------|-------|---------|---------|
| Gain/(loss) on property revaluation                            |       |         |         |
| Gain/(loss) on revaluation of investments                      |       |         |         |
| Exchange differences on translating foreign operations         |       |         |         |
| Equity Investment from Cabinet                                 | 743   |         | 743     |
| Capital withdrawals by Cabinet                                 |       |         |         |
| Repayment of surplus/Dividends to Cabinet                      |       | (2,827) | (2,827) |
| <b>Net revenue / expenses recognised directly in net worth</b> | 743   | (2,827) | (2,084) |
| Surplus/(deficit)for the period 2013/14                        |       | 2,827   | 2,827   |
| <b>Total recognised revenues and expenses for the period</b>   | 743   | 0       | 743     |
| <b>Balance at 30 June 2014</b>                                 | 5,058 | 7,496   | 12,555  |

*Ministry of Finance and Economic Development*  
**STATEMENT OF ACCOUNTING POLICIES**

General Accounting Policies

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2014

Specific Accounting Policies

Revenue

*Output revenue*

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

*Interest revenue*

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

Expenses

Expenses are recognised when incurred.

*Depreciation*

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

Assets

*Cash and cash equivalents*

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

*Receivables and advances*

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

#### *Inventory*

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

#### *Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

#### *Computer Hardware and Software*

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

#### *Liabilities*

##### *Accounts Payable*

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

##### *Provisions*

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

##### *Employee entitlements*

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

**NOTE 1. CASH AND CASH EQUIVALENTS**

|                                                               | <b>Foreign<br/>Currency<br/>\$000</b> | <b>Exchange<br/>Rate<br/>\$000</b> | <b>2013/14<br/>Budget</b> |
|---------------------------------------------------------------|---------------------------------------|------------------------------------|---------------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           |                                       |                                    | 4                         |
| Cash in transit (IRIS remittance Account)                     |                                       |                                    | 115                       |
| CI\$ Operational Current Account held at Royal Bank of Canada |                                       |                                    | 15,352                    |
| US\$ Operational Current Account held at Royal Bank of Canada | 33                                    | .8375                              | 27                        |
| Payroll Current Account held at Royal Bank of Canada          |                                       |                                    | 101                       |
| Fixed Deposits held with Treasury                             |                                       |                                    | 696                       |
| <b>Total Cash and Cash Equivalents</b>                        | <b>33</b>                             |                                    | <b>16,297</b>             |

**NOTE 2. TRADE AND OTHER RECEIVABLES**

|                                      | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Sale of goods and services           | 3,026                               | 3,019                               | 2,661                               |
| Outputs to Cabinet                   | 1,537                               | 1,912                               | 4,288                               |
| Outputs to other government agencies |                                     |                                     |                                     |
| Less: provision for doubtful debts   | (2,970)                             | (2,710)                             | (2,449)                             |
| <b>Total trade receivables</b>       | <b>1,593</b>                        | <b>2,221</b>                        | <b>4,500</b>                        |



**OTHER RECEIVABLES**

|                                          | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Advances (salary, official travel, etc.) |                                     |                                          |                                     |
| Dishonoured cheques                      |                                     |                                          |                                     |
| Interest receivable                      |                                     |                                          |                                     |
| Other                                    | 32                                  | 40                                       | 41                                  |
| Less: provision for doubtful debts       |                                     |                                          | (13)                                |
| <b>Total other receivables</b>           | <b>32</b>                           | <b>40</b>                                | <b>28</b>                           |

|                           | <b>Trade<br/>Receivables</b> | <b>Other<br/>Receivables</b> | <b>2013/14<br/>Budget</b> |
|---------------------------|------------------------------|------------------------------|---------------------------|
| <b>Current</b>            |                              |                              |                           |
| Past due 1-30 days        | 915                          | 32                           | 947                       |
| Past due 31-60 days       | 678                          |                              | 668                       |
| Past due 61-90 days       |                              |                              |                           |
| Past due 90 and above     |                              |                              |                           |
| <b>Non-Current</b>        |                              |                              |                           |
| Past due 1 year and above |                              |                              |                           |
| <b>Total</b>              | <b>1,593</b>                 | <b>32</b>                    | <b>1,625</b>              |

Changes in the provision of doubtful debts:

| <b>Description</b>                         | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> | <b>2011/12<br/>Actual</b> |
|--------------------------------------------|---------------------------|---------------------------|---------------------------|
| Balance at 1 July                          | (2,711)                   | (2,462)                   | (2,752)                   |
| Additional provisions made during the year | (260)                     | (265)                     | (260)                     |
| Receivables written off during the period  |                           | 16                        | 563                       |
| Balance at 30 June                         | <b>(2,970)</b>            | <b>(2,711)</b>            | <b>(2,449)</b>            |

**NOTE 3. PREPAYMENTS**

| <b>Description</b>                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------------------------|---------------------------|---------------------------|---------------------------|
| Current portion of long-term prepayments | 123                       | 273                       | 139                       |
| Long-term prepayments                    |                           |                           | 231                       |
| Accrued prepayments                      | 114                       |                           | 40                        |
| Prepaid insurance                        |                           | 114                       | 123                       |
| <b>Total</b>                             | <b>237</b>                | <b>387</b>                | <b>533</b>                |

#### NOTE 4. PROPERTY, PLANT AND EQUIPMENT

|                                   | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computers</i> | <i>Motor Vehicles</i> | <i>Other assets</i> | <i>Total</i> |
|-----------------------------------|----------------------------|------------------|-------------------------------|------------------|-----------------------|---------------------|--------------|
| <b>Balance as at 1 July 2012</b>  | 867                        | 4,696            | 371                           | 390              | 2,501                 |                     | 8,826        |
| Additions                         | 97                         |                  | 19                            | 9                | 36                    |                     | 161          |
| Disposals                         |                            |                  | (11)                          | (83)             |                       |                     | (94)         |
| Transfers                         |                            | (3,045)          |                               |                  |                       |                     | (3,045)      |
| <b>Balance as at 30 June 2013</b> | 964                        | 1,651            | 379                           | 316              | 2,537                 |                     | 5,848        |

|                                   | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computers</i> | <i>Motor Vehicles</i> | <i>Other assets</i> | <i>Total</i> |
|-----------------------------------|----------------------------|------------------|-------------------------------|------------------|-----------------------|---------------------|--------------|
| <b>Balance as at 30 June 2013</b> | 964                        | 1,651            | 379                           | 316              | 2,537                 |                     | 5,848        |
| Additions                         | 50                         | 650              | 3                             | 10               | 30                    |                     | 743          |
| Disposals                         |                            |                  |                               |                  |                       |                     |              |
| Transfers                         |                            |                  |                               |                  |                       |                     |              |
| <b>Balance as at 30 June 2014</b> | 1,014                      | 2,301            | 382                           | 326              | 2,567                 |                     | 6,591        |

#### Accumulated Depreciation and impairment losses

|                                      | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture</i> | <i>Computers</i> | <i>Motor Vehicles</i> | <i>Other assets</i> | <i>Total</i> |
|--------------------------------------|----------------------------|------------------|------------------|------------------|-----------------------|---------------------|--------------|
| <b>Balance as at 1 July 2012</b>     | 169                        | 2,280            | 329              | 336              | 358                   |                     | 3,472        |
| Transfers                            |                            |                  |                  |                  |                       |                     |              |
| Impairment Reserve (closing balance) |                            |                  |                  |                  |                       |                     |              |
| Depreciation Expense                 | 84                         | 109              | 21               | 21               | 234                   |                     | 469          |

|                                   |     |         |      |      |     |  |         |
|-----------------------------------|-----|---------|------|------|-----|--|---------|
| Eliminate on Disposal             |     | (2,279) | (11) | (80) |     |  | (2,370) |
| <b>Balance as at 30 June 2013</b> | 253 | 110     | 339  | 277  | 592 |  | 1,571   |

|                                   | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture</i> | <i>Computers</i> | <i>Motor Vehicles</i> | <i>Other assets</i> | <i>Total</i> |
|-----------------------------------|----------------------------|------------------|------------------|------------------|-----------------------|---------------------|--------------|
| <b>Balance as at 30 June 2013</b> | 253                        | 110              | 339              | 277              | 592                   |                     | 1,571        |
| Transfers                         |                            |                  |                  |                  |                       |                     |              |
| Impairment loss                   |                            |                  |                  |                  |                       |                     |              |
| Depreciation Expense              | 114                        | 125              | 17               | 22               | 241                   |                     | 519          |
| Eliminate on Disposal             |                            |                  |                  |                  |                       |                     |              |
| <b>Balance as at 30 June 2014</b> | 367                        | 235              | 356              | 299              | 833                   |                     | 2,090        |

|                                    |     |       |    |    |       |  |       |
|------------------------------------|-----|-------|----|----|-------|--|-------|
| <b>Net Book value 30 June 2013</b> | 711 | 1,541 | 40 | 39 | 1,945 |  | 4,277 |
|------------------------------------|-----|-------|----|----|-------|--|-------|

|                                    |     |       |    |    |       |  |       |
|------------------------------------|-----|-------|----|----|-------|--|-------|
| <b>Net Book value 30 June 2014</b> | 647 | 2,066 | 26 | 27 | 1,734 |  | 4,501 |
|------------------------------------|-----|-------|----|----|-------|--|-------|

## NOTE 5. INTANGIBLE ASSETS

|                                                   | Computer<br>Software | Assets under<br>development | Actual 2012/13 |
|---------------------------------------------------|----------------------|-----------------------------|----------------|
| Cost or Opening Valuation                         | \$'000               | \$'000                      | \$'000         |
| <b>Balance as at 1 July 2012</b>                  | 76                   | 2,028                       | 2,104          |
| Additions                                         |                      |                             |                |
| Disposals                                         |                      |                             |                |
| Transfers                                         | 2,028                | (2,028)                     |                |
| <b>Balance as at 30 June 2013</b>                 | 2,104                | 0                           | 2,104          |
|                                                   | Computer<br>Software | Assets under<br>development | Budget 2013/14 |
|                                                   | \$'000               | \$'000                      | \$'000         |
| <b>Balance as at 1 July 2013</b>                  | 2,104                |                             | 2,104          |
| Additions                                         |                      |                             |                |
| Disposals                                         |                      |                             |                |
| Transfers                                         |                      |                             |                |
| <b>Balance at 30 June 2014</b>                    | 2,104                |                             | 2,104          |
|                                                   | Computer<br>Software | Assets under<br>development | Actual 2012/13 |
| Accumulated Depreciation and<br>Impairment Losses | \$'000               | \$'000                      | \$'000         |
| <b>Balance as at 1 July 2012</b>                  | 48                   |                             | 48             |
| Transfers                                         | 6                    |                             | 6              |
| Impairment Reserve                                |                      |                             |                |
| Amortization Expense                              | 58                   |                             | 58             |
| <b>Balance as at 30 June 2013</b>                 | 112                  |                             | 112            |
|                                                   | Computer<br>Software | Assets under<br>development | Budget 2013/14 |
|                                                   | \$'000               | \$'000                      | \$'000         |
| <b>Balance as at 1 July 2013</b>                  | 112                  |                             | 112            |
| Transfers                                         |                      |                             |                |
| Impairment Reserve                                |                      |                             |                |
| Amortization Expense                              | 213                  |                             | 213            |
| <b>Balance at 30 June 2014</b>                    | 325                  |                             | 325            |
| <b>Net Book value 30 June 2013</b>                | 1,992                |                             | 1,992          |
| <b>Net Book value 30 June 2014</b>                | 1,779                |                             | 1,779          |

# **NOTE 6. TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS**

|                                               | Current    | Non-Current | Budget<br>2013/14 | Actual<br>2012/13 | Actual<br>2011/12 |
|-----------------------------------------------|------------|-------------|-------------------|-------------------|-------------------|
| Creditors                                     | 22         |             | 22                | 124               | 111               |
| Creditors<br>Ministries/Portfolios            |            |             |                   | 3                 |                   |
| Creditors other government<br>agencies        |            |             |                   |                   | 2                 |
| Payroll Deductions                            | 101        |             | 101               |                   |                   |
| Operating Lease                               |            |             |                   |                   |                   |
| Accrued Expenses                              | 263        | 900         | 1,163             | 323               | 1,682             |
| Accrued Expenses<br>Ministries/Portfolios     |            |             |                   | 1,235             | 1,213             |
| Accrued Expenses other<br>government agencies |            |             |                   | 1                 | 8                 |
| Inter-entity due to                           |            |             |                   |                   |                   |
| Accrued Entity Interest                       |            |             |                   |                   |                   |
| Provisions                                    |            |             |                   |                   |                   |
| Other payables                                |            | 45          | 45                | 45                | 44                |
| <b>Total</b>                                  | <b>386</b> | <b>945</b>  | <b>1,331</b>      | <b>1,731</b>      | <b>3,060</b>      |

**NOTE 7. EMPLOYEE ENTITLEMENTS**

|                                                                     | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|---------------------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Annual leave                                                        | 53                                  | 53                                  | 4                                   |
| Pension                                                             | 308                                 | 394                                 | 443                                 |
| <b>Total current portion</b>                                        | <b>361</b>                          | <b>447</b>                          | <b>447</b>                          |
| <b><i>Non-current employee entitlements are represented by:</i></b> |                                     |                                     |                                     |
| Retirement and long term service leave                              |                                     |                                     |                                     |
| <b>Total employee entitlements</b>                                  | <b>361</b>                          | <b>447</b>                          | <b>447</b>                          |

**NOTE 8. SALES OF GOODS AND SERVICES**

| <b>Revenue Type</b>                      | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Outputs to Cabinet                       | 18,445                              | 13,897                              | 14,903                              |
| Outputs to other government agencies     | 42                                  | 40                                  | 47                                  |
| Fees and charges                         | 2,802                               | 1,031                               | 29                                  |
| General sales                            |                                     | 1,596                               | 1,612                               |
| Other                                    | 25                                  | 136                                 | 38                                  |
| <b>Total sales of goods and services</b> | <b>21,314</b>                       | <b>16,700</b>                       | <b>16,629</b>                       |

**NOTE 9. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> | <b>2011/12<br/>Actual</b> |
|--------------------------------|---------------------------|---------------------------|---------------------------|
| Salaries, wages and allowances | 11,068                    | 11,018                    | 11,340                    |
| Health Care                    | 2,388                     | 2,259                     | 1,990                     |
| Pension                        | 619                       | 602                       | 606                       |
| Leave                          | 60                        | 8                         | 3                         |
| Other personnel related costs  | 6                         | 26                        | 19                        |
| <b>Total Personnel Costs</b>   | <b>14,141</b>             | <b>13,913</b>             | <b>13,958</b>             |

**NOTE 10. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Supplies and materials                | 156                                 | 138                                 | 173                                 |
| Purchase of services                  | 2,076                               | 774                                 | 870                                 |
| Lease of property and equipment       | 112                                 | 727                                 | 729                                 |
| Utilities                             | 248                                 | 235                                 | 219                                 |
| General Insurance                     | 152                                 | 161                                 | 124                                 |
| Interdepartmental expenses            | 385                                 | 356                                 | 355                                 |
| Travel and subsistence                | 44                                  | 35                                  | 41                                  |
| Recruitment and Training              | 173                                 | 48                                  | 74                                  |
| Other                                 | 267                                 | 255                                 | 262                                 |
| <b>Total Supplies and Consumables</b> | <b>3,613</b>                        | <b>2,729</b>                        | <b>2,847</b>                        |

**NOTE 11. GAINS/(LOSSES)**

|                                                                | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Net (gain) / loss on disposal of property, plant and equipment | 0                                   | 1                                   | (1)                                 |
| Net (gain) / loss on foreign exchange Transactions             | 0                                   | (1)                                 | 2                                   |
| Loss on revaluation of asset                                   | 0                                   | 767                                 |                                     |
| Net (gain) / loss on de-recognition of asset/liability         |                                     |                                     | (13)                                |
| <b>Total gains / (losses)</b>                                  | <b>0</b>                            | <b>767</b>                          | <b>(12)</b>                         |

**NOTE 14. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The Ministry of Finance and Economic Development is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry of Finance and Economic Development and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2014 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

| <b>Description</b>                              | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Salaries and other short-term employee benefits | 968                                 | 1,174                               | 1,209                               |
| Other long-term benefits                        | 112                                 | 132                                 | 138                                 |
| <b>Total</b>                                    | <b>1,081</b>                        | <b>1,306</b>                        | <b>1,347</b>                        |

## NOTE 15. FINANCIAL INSTRUMENTS

The Ministry of Finance and Economic Development is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments are equivalent to the carrying amount disclosed in the Statement of Financial Position.

### Credit risk

In the normal course of its business the Ministry of Finance and Economic Development is subject to credit risk from debtors other than the Cabinet. The Ministry of Finance and Economic Development does not have significant concentrations of credit risk for its other financial instruments.

### Currency and interest rate risk

The Ministry of Finance and Economic Development has no significant exposure to currency exchange loss risk and interest rate risk.

### Liquidity risk

In meeting its liquidity requirements, the Ministry of Finance and Economic Development closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry of Finance and Economic Development maintains a target level of available cash to meet liquidity requirements.

All of the Ministry of Finance and Economic Development financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.



# ANNUAL BUDGET STATEMENT

## MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Honourable Wayne G. Panton**  
**Minister**

Ministry of Financial Services, Commerce  
and Environment

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Dr. Dax Basdeo, PhD., JP**  
**Chief Officer**

Ministry of Financial Services, Commerce  
and Environment

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## **1. NATURE AND SCOPE OF ACTIVITIES**

---

### **GENERAL NATURE OF ACTIVITIES**

#### **Financial Services Administration**

The main function of the Ministry is the articulation and coordination of Government policy in relation to its subject areas. This includes, coordinating and administering the Ministry's strategy for a globally competitive financial services industry, attracting inward investment, the facilitation of local commerce, and policies to protect the local terrestrial and marine environment. The Ministry provides oversight over specified agencies and statutory authorities, ensuring compliance with PMFL, PSML and relevant laws and regulations. It further provides support to the Minister in the execution of his duties as a member of Cabinet and of the Legislative Assembly.

#### **General Registry**

The General Registry activities involve the maintenance of a General Registry for Companies, Partnerships, Trusts, Birth, Deaths, Marriages, Public Records, Patents, Trademarks, friendly Societies, Building Societies, Trade Unions, as well as services to the public and clients relating to these registers. The Registry further provides Policy advice and services to support the Ministry.

#### **Department of Commerce and Investment**

The Department works to stimulate and facilitate appropriate, long-term, inward and local investment in the Cayman Islands in partnership with other Government agencies and the private sector. This entails activities such as the provision of technical assistance to local businesses, facilitation of inward investment projects, business licensing and the provision of information and policy recommendations on enhancing the local business climate.

### **DEPARTMENT OF ENVIRONMENT**

The Department of Environment works to promote and facilitate responsible management and sustainable use of the natural resources and environment of the Cayman Islands through various programmes and strategies.

#### **Department of International Tax Cooperation**

The nature of the business of the Department of International Tax Cooperation is to comply with international obligations in tax matters and meet commitments to partner jurisdictions, and to demonstrate commitment to international tax cooperation and adherence to international standards.

### **Department of Financial Services Policy and Legislation**

The Department of Financial Services Policy and Legislation is responsible for the provision of research and policy advice to the Ministry and serves as the key channel via which consultation and interaction with the financial services industry and other key stakeholders such as regulatory and other bodies, is carried out on policy, legal and other issues affecting the competitiveness of the financial services industry.

### **Marketing and Communication Unit**

The Unit, in collaboration with other agencies under the Ministry, works to position the Cayman Islands as a premier jurisdiction for business and investment via the design and execution of strategic integrated communications.

## SCOPE OF ACTIVITIES

### Financial Services Administration

- Preparation of submissions to Cabinet and the Legislative Assembly;
- Oversight for the following agencies: General Registry, Department of Commerce & Investment, Department of Financial Services Policy and Legislation, Department of International Tax Cooperation, Marketing & Communications Unit, Department of Environment;
- Monitor and Liaise with the following statutory authorities and Government owned companies: Cayman Islands Monetary Authority, Cayman Stock Exchange, Cayman Islands Development Bank, Auditors Oversight Authority, Maritime Authority of the Cayman Islands, Marine Conservation Board, National Trust;
- Consultation and coordination of policy initiatives with Government Boards, Committees and private sector organizations.

### General Registry

- Maintain the registers for Companies, Partnerships, Trusts, Birth, Deaths, Marriages, Public Records, Patents, Trademarks, Friendly Societies, Building Societies, and Trade Unions in accordance with the relevant Laws, Regulations and policies.
- Provide record of information maintained on registers held by General Registry in accordance with the relevant Laws, Regulations and policies.
- Assess market trends and changes in technology. Develop strategic plans and policies for the General Registry in order to meet the demands of the industry.
- Provide information and advice on policies and legislations to the local private sector, (Law firms, corporate firms, accountants, auditors, banks & trust companies), as well as many potential overseas clients making enquiries.
- Provide statistical data on the various Registers which will allow Government and the public to measure and compare our results with previous years, budgets and with other offshore jurisdictions.
- Review legislations and propose changes, where needed to meet industry demands.
- Monitor and evaluate the current and future short term position of revenue and expenditure and reporting findings.
- Grant approval of applications sent to the Department for registration, filing or certification in accordance with the requirements of the relevant Laws, Regulations and policies.
- Liaise with service providers, suppliers and the general public to resolve problems, exchange

information, etc.

- Ensure the preservation of records to prevent the disruption of services to clients and the general public in the event of a disaster.
- Provide online support and services to subscribers of Companies Online Registry Information System (CORIS).

#### **Department of Commerce and Investment**

- Arrange and participate in conferences and events that showcase the strengths of the jurisdiction and that will encourage investor interest;
- Guide investors through the business establishment process by providing information on incentives, legislation or regulatory requirements, and the steps in the relevant approval processes;
- Provide technical assistance to local entrepreneurs and small businesses;
- Conduct primary research and investigations into the Cayman Islands business climate with a view to developing recommendations on policy as it relates to investment and commerce;
- Grant approval to conduct business activities allowed by law through the administration of the issuance of Trade & Business Licences, Local Company (Control) Licences, Tobacco Permits and Liquor Licenses
- Act as the Secretariat of the Special Economic Zone

#### **Department of Environment**

The Department of Environment undertakes activities that fall within the broad categories of environmental management recommendations; sustainable development and environmental policy advice; environmental research, monitoring and assessment; marine protection services; public education and secretariat and permitting services for conservation boards and committees.

#### **Department of International Tax Cooperation**

- Participate in the work of the OECD Global Forum on Transparency and Exchange of Information for Tax Purposes in accordance with the Cayman Islands' membership obligations;
- Provide support for negotiation of agreements and arrangements for the exchange of information for tax purposes;
- Collaborate with the Department of Financial Services Policy and Legislation on tax related international initiatives;



- Attend meetings and conferences related to international tax matters;
- Exchange information for tax purposes with treaty partners in accordance with international standards as required by international agreements and relevant domestic legislation;
- Manage implementation of US and UK FATCA and other instruments for automatic exchange of information for tax purposes;
- Effectively administer all mechanisms for cooperation in tax matters including automatic exchange of information for US FATCA, UK FATCA, EUSD, G5 and multilateral initiatives;
- Perform all competent authority functions and services including bilateral meetings with counterpart competent authorities, implementation meetings for EOI mechanisms and entering into competent authority agreements;
- Perform monitoring, research, enforcement and all other ancillary functions relating to the above

#### **Department of Financial Services Policy and Legislation**

- Conducting policy research and providing regular briefings to the Ministry on matters impacting the competitiveness of the financial services industry
- Implementation, monitoring and review of the Ministry's long term strategy of the financial services industry
- Coordinate consultation with and feedback from the financial services industry

#### **Marketing and Communication Unit**

- Develop and implement marketing campaigns that enhance the image and profile of the Cayman Islands as an investment location of choice
- Arrange and participate in conferences and events that showcase the strengths of the jurisdiction and that will encourage investor interest

#### **CUSTOMERS AND LOCATION OF ACTIVITIES**

Customers are primarily businesses and practitioners within the financial services industry, and local businesses conducting commercial activity in the Cayman Islands. In relation to environment matters, customers include all residents of the Cayman Islands, but also international stakeholders such as HMG. Activities are primarily located within the Cayman Islands.

## 2. STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the Ministry of Financial Services, Commerce and Environment for the 2013/14 and the subsequent two years are as follows:

### **Financial Services Administration**

The development and implementation of strategies, policies, and programmes that will contribute to:

- A Leading Position as an International Financial Centre
- A Vibrant Local Economy
- A Sustainable Level of Foreign Direct Investment
- A Highly Efficient System to Allow for the Establishment of Business
- A High Degree of Compliance with Local Licensing Laws and Regulations

### **General Registry**

- Maintain and improve storage mediums and facilities for records to ensure that vital statistics and other information is readily available now and in the future
  - To provide online services for all registers.
  - To convert the current paper files to electronic files.
  - To provide information on the department's website in other languages.
- To create direct registration in the Cayman Islands (the Cayman Islands would undertake registration of Patents & Trademarks directly and not by extension of the UK).
- To develop a succession plan for the Registry
  - Identifying potential training needs through staff evaluation.
  - Staff rotation to improve job enrichment and to facilitate learning and development of staff.
- To improve staff morale
  - Implement incentive programs
- To develop a policy and procedural manual for the Registry.

## **Department of Commerce and Investment**

- Provision of an Appropriate Framework for Local Business Development
- Technical Assistance to small and medium enterprises (SMEs)
- Provision of Information on the Jurisdiction in Target Markets
- Facilitate Opportunities for Foreign Direct Investment
- Provision of a Business Licensing System for Specified Business Types
- Enforcement of Local Licensing Laws

## **Department of Environment**

- 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-funded post-project activities
- Complete implementation of the Endangered Species Trade and Transport Law (2004)
- Climate change adaptation and mitigation
- Continued implementation of the National Biodiversity Action Plan

## **Department of International Tax Cooperation**

- Upholding the positive reputation of the Cayman Islands as an international financial centre.

## **Department of Financial Services Policy and Legislation**

- 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
- Further investments in research initiatives – economic contribution of OFCs – other key macro areas that support positioning; publications programmes to support the image and reputation of the Cayman Islands' financial services industry

## **Marketing and Communication Unit**

- Raise awareness and create a positive impression of the jurisdiction as a preferred investment location and excellent place to do business.

### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of Financial Services, Commerce and Environment for the 2013/14 financial year are as follows:

| <b>FINANCIAL PERFORMANCE MEASURE</b>                                                   | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>Actual<br/>\$ 000's</b> |
|----------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| REVENUE FROM CABINET                                                                   | 9,668,428                              | 6,050,589                              |
| REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES<br>AND GOVERNMENT COMPANIES |                                        |                                        |
| REVENUE FROM OTHERS                                                                    | 1,327,933                              | 28,536,444                             |
| SURPLUS/DEFICIT FROM OUTPUTS                                                           | 504,420                                | 25,081,043                             |
| OWNERSHIP EXPENSES                                                                     |                                        |                                        |
| <b>OPERATING SURPLUS/DEFICIT FROM OUTPUTS</b>                                          | 504,420                                | 25,081,043                             |
|                                                                                        |                                        |                                        |
| <b>NET WORTH</b>                                                                       | 7,601,971                              | 14,711,485                             |
|                                                                                        |                                        |                                        |
| CASH FLOWS FROM OPERATING ACTIVITIES                                                   | 32,999,054                             | 28,275,774                             |
| CASH FLOWS FROM INVESTING ACTIVITIES                                                   | (333,675)                              | (185,000)                              |
| CASH FLOWS FROM FINANCING ACTIVITIES                                                   | (45,098,114)                           | (21,844,615)                           |
| CHANGE IN CASH BALANCES                                                                | (12,432,735)                           | 6,246,159                              |

| <b>Financial Performance Ratio</b>                    | <b>2013/14<br/>Budget<br/>%</b> | <b>2012/13<br/>Actual<br/>%</b> |
|-------------------------------------------------------|---------------------------------|---------------------------------|
| Current Assets: Current Liabilities (Working Capital) | 651                             | 152                             |
| Total Assets: Total Liabilities                       | 792                             | 158                             |

# MAINTENANCE OF CAPABILITY

| HUMAN CAPITAL MEASURES                                          |  | 2013/14<br>BUDGET | 2012/13<br>Actual |
|-----------------------------------------------------------------|--|-------------------|-------------------|
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED                       |  | 117               | 78                |
| STAFF TURNOVER (%)                                              |  |                   |                   |
| MANAGERS                                                        |  | 10%               | 12%               |
| PROFESSIONAL AND TECHNICAL STAFF                                |  | 20%               | 15%               |
| CLERICAL AND LABOURER STAFF                                     |  | 10%               | 10%               |
| AVERAGE LENGTH OF SERVICE (NUMBER OF YEARS IN CURRENT POSITION) |  |                   |                   |
| MANAGERS                                                        |  | 13 YEARS          | 12 YEARS          |
| PROFESSIONAL AND TECHNICAL STAFF                                |  | 8 YEARS           | 9 YEARS           |
| CLERICAL AND LABOURER STAFF                                     |  | 11 YEARS          | 11 YEARS          |
| CHANGES TO PERSONNEL<br>MANAGEMENT SYSTEM:                      |  |                   |                   |

| PHYSICAL CAPITAL MEASURES                          | 2013/14<br>BUDGET | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| VALUE OF TOTAL ASSETS                              | \$8,700,581       | \$40,250,019      |
| ASSET REPLACEMENTS: TOTAL ASSETS                   | 5%                | 0%                |
| BOOK VALUE OF ASSETS: INITIAL COST OF THOSE ASSETS | 41%               | 51%               |
| DEPRECIATION: CASH FLOW ON ASSET PURCHASES         | 71%               | 71%               |
| CHANGES TO ASSET MANAGEMENT POLICIES               |                   |                   |

| Major <u>New</u> Entity Capital Expenditures for the Year | 2013/14<br>Budget<br>\$ |
|-----------------------------------------------------------|-------------------------|
| Motor Vehicles                                            | 169,000                 |
| Software development                                      | 52,500                  |
| Computer Equipment                                        | 72,410                  |
| Boat engine                                               | 20,000                  |
| Building renovations & Enforcement equipment              | 19,765                  |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the Ministry                                                   | Change in status from 2012/13                                                                                                                                                                                                                                        | Actions to manage risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Financial value of risk |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Failure of the electronic Company Registry System                                 | None                                                                                                                                                                                                                                                                 | <p>The Computer Services Department provides back-up.</p> <p>Business continuity/Disaster Recovery - This project commenced May 2013 and is now 99% complete.</p>                                                                                                                                                                                                                                                                                                                                                          |                         |
| Loss of key personnel                                                             | Due to the current recession which has resulted in job loss the risk appears to have decreased significantly.                                                                                                                                                        | <p>Review of staff performance is done annually.</p> <p>In an attempt to improve job satisfaction and continuity the department has</p> <ul style="list-style-type: none"> <li>• Rotated staff over various work areas.</li> <li>• Held general staff meetings and small group meetings to make assessment.</li> </ul>                                                                                                                                                                                                     |                         |
| Change in Government policies, Laws, Regulations that are unfavorable to clients. | <p>Annual fees and other miscellaneous fees were increased effective 1 January 2013.</p> <p>The increase in penalties for non-filing of changes to directors and officers effective 18<sup>th</sup> January 2013 may have had a negative impact on the industry.</p> | <p>Online filing of annual returns and directors &amp; Officers was introduced in September 2009. This has been very welcomed by the Financial Services Sector.</p> <p>An upgraded and enhanced online system is currently in the Pilot testing phase. Six subscribers participated in the pilot and very positive, encouraging feedback has been given. Full implementation and an official launch slated for September 26, 2013. Phase 1 – Company registration and maintenance</p> <p>Currently there are 683 users</p> |                         |



|                                                                                                                               |                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Loss of physical files                                                                                                        | The Department was moved in November 2012 to the Government Building. The storage rooms are fitted with sprinklers. This increases the risk of loss.                                                                                                                                                        | <p>The electronic storage EDMS which should be less susceptible to loss was introduced in September 2009. This is continuously upgraded to gradually eliminate paper</p> <p>The inactive files that were being stored in a warehouse that was infested with bugs were fumigated and transferred to a climate control warehouse. By Law corporate records have to be kept for 10 years.</p> <p>A file plan is being developed to manage all records for the Department.</p> |              |
| Technological advancement that could result in the services offered being unattractive when compared with other jurisdictions | An upgraded and enhanced online system is currently in the Pilot testing phase. Six subscribers participated in the pilot and very positive, encouraging feedback has been given. Full implementation and an official launch slated for September 26, 2013. Phase 1 – Company registration and maintenance  | <p>There is also continuous improvement being carried out to the Companies Online Registry Information System (CORIS).</p> <p>A new system is currently being designed to facilitate Births, Deaths, Marriages and Public Record. The old system is slow and inadequate and soon won't be supported by Computer Services</p>                                                                                                                                               |              |
| Exposing of sensitive client information through hacking into the electronic database of the Registry                         | <p>Paolo Cirio's "Loophole 4 All project – <a href="http://loophole4all.com">loophole4all.com</a>" advertising sale of fraudulent certificates for companies registered in the Cayman Islands.</p> <p><i>Note: He did not manage to access information that was not already available to the public</i></p> | Increased security features were added to the General Registry's website to mitigate the risk of unauthorized access.                                                                                                                                                                                                                                                                                                                                                      |              |
| Draft National Conservation Law (NCL) not passed                                                                              | No Change                                                                                                                                                                                                                                                                                                   | Continued efforts to ensure NCL is passed                                                                                                                                                                                                                                                                                                                                                                                                                                  | Undetermined |
| Ensuring integrity and confidentiality of information                                                                         | None                                                                                                                                                                                                                                                                                                        | <p>Recruit high calibre staff</p> <p>Maintain a culture of excellence</p>                                                                                                                                                                                                                                                                                                                                                                                                  |              |
|                                                                                                                               |                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |
|                                                                                                                               |                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                                                                          | 2013/14 | 2012/13 |
|----------------------------------------------------------------------------------------------------------|---------|---------|
|                                                                                                          | Budget  | Actual  |
|                                                                                                          | \$      | \$      |
| Equity Investment from Cabinet into the Ministry of Financial Services, Commerce and Environment         | 333,675 | 185,000 |
| Capital (Equity) Withdrawal by Cabinet from the Ministry of Financial Services, Commerce and Environment | 0       | 0       |

## PART B

# OUTPUT PERFORMANCE

## 5. OUTUTS TO BE DELIVERED

| FSA 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Support and Policy Advice within the Ministry for Financial Services, Commerce and Environment | \$840,360             |                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------|-----------------------|
| <b>Description</b><br>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. <ul style="list-style-type: none"><li>This Output 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.</li><li>Further activities included relate to statutory obligations, such as the production of budget documents, responses to FOI requests, and the maintenance of a variety of records.</li></ul> |                                                                                                |                       |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                | <b>2013/14 Budget</b> | <b>2012/13 Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Development and execution of a business plan to facilitate the policy direction of the Minister for Financial Services, Commerce and Environment.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                | 1                     | N/A                   |
| <b>Quality</b> <ul style="list-style-type: none"><li>All documents produced for the Minister will be factual, error-free, based on consultation where appropriate, and according to applicable templates;</li><li>Other activities will be produced in accordance with relevant legislation at a level that is above average for other civil service entities.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                | 100%                  | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                | 100%                  | N/A                   |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Ministerial documents produced according to given timelines;</li><li>Other documents produced according to statutory timelines.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                | 100%                  | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                | 100%                  | N/A                   |
| <b>Location</b><br>Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                | 100%                  | N/A                   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                | <b>\$840,360</b>      | <b>\$1,236,336</b>    |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                |                       |                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                             |                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>FSA 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Frameworks Relating to Financial Services Business, Local Commerce and Protection of the Environment</b> | <b>\$883,857</b>                                                       |
| <b>Description</b><br>A policy-driven legislative framework that <ul style="list-style-type: none"> <li>o enables financial services providers to satisfy client demand and create new opportunities for industry growth;</li> <li>o facilitates local commercial activity; and</li> <li>o fulfils obligations under relevant international conventions related to the environment.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                             |                                                                        |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Dictated by Cabinet and the Legislative Assembly.</li> </ul> <b>Location</b><br>Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances. |                                                                                                             | <b>2013/14 Budget</b><br><br>25-35<br><br>100%<br><br>100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                             | <b>\$0</b>                                                             |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                             |                                                                        |

|                                                                                                                                                                                                                                 |                                                          |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------|
| <b>REG 16</b>                                                                                                                                                                                                                   | <b>Corporate and Vital Information Registry Services</b> | <b>\$2,406,174</b>        |
| <b>Description</b><br>Processing of registration applications in a number of corporate and vital information registers.                                                                                                         |                                                          |                           |
| <b>Measures</b>                                                                                                                                                                                                                 | <b>2013/14<br/>Budget</b>                                | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                 |                                                          |                           |
| Registration of:                                                                                                                                                                                                                |                                                          |                           |
| • Births                                                                                                                                                                                                                        | 700-800                                                  | 764                       |
| • Deaths                                                                                                                                                                                                                        | 150-200                                                  | 177                       |
| • Marriages                                                                                                                                                                                                                     | 900-1,100                                                | 1004                      |
| • Companies                                                                                                                                                                                                                     | 8,500-9,500                                              | 8974                      |
| • Partnerships                                                                                                                                                                                                                  | 1,900-2,100                                              | 2106                      |
| • Trusts                                                                                                                                                                                                                        | 120-140                                                  | 134                       |
| • Patents & Trademarks                                                                                                                                                                                                          | 350-400                                                  | 355                       |
| • Friendly Societies, Building Societies & Trade Unions                                                                                                                                                                         | 0-1                                                      | 0                         |
| Issuing Certificates                                                                                                                                                                                                            |                                                          |                           |
| • Companies, partnerships, Trusts, PTMs                                                                                                                                                                                         | 60,000-70,000                                            | 69,515                    |
| • Births, deaths & marriages                                                                                                                                                                                                    | 8,500-9,500                                              | 8,541                     |
| Termination Requests                                                                                                                                                                                                            |                                                          |                           |
| • Companies                                                                                                                                                                                                                     | 8,000-9,000                                              | 8,449                     |
| • Partnerships                                                                                                                                                                                                                  | 400-450                                                  | 372                       |
| • Trusts                                                                                                                                                                                                                        | 100-150                                                  | 137                       |
| Record Filings - Annual Returns, changes to particulars, registers etc.                                                                                                                                                         | 170,000-                                                 | 181,057                   |
| Assess Penalties for non-compliance (excluding annual fee penalties)                                                                                                                                                            | 190,000                                                  | 1,452                     |
| Process requests for certified copies of documents                                                                                                                                                                              | 1,300-1,500                                              | 16,364                    |
|                                                                                                                                                                                                                                 | 15,500-17,500                                            |                           |
| <b>Quality</b>                                                                                                                                                                                                                  |                                                          |                           |
| • All registrations processed in accordance with standards and requirements as outlined in the relevant law.                                                                                                                    | 100%                                                     | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                               |                                                          |                           |
| • Registrations completed within time period specified in law or as set out in published policy.                                                                                                                                | 100%                                                     | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                 |                                                          |                           |
| Services are delivered within the Cayman Islands.                                                                                                                                                                               | 100%                                                     | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                     | <b>\$2,406,174</b>                                       | <b>\$0</b>                |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance |                                                          |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                |                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------|
| <b>REG 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Assistance with Investigations and Information Requests</b> | <b>\$87,304</b>       |
| <b>Description</b><br>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. Providing assistance in such information requests is time-consuming in that information provided has to be tailored to the specified request.                                                                                                                                                                                                                                                 |                                                                |                       |
| <b>Measures</b><br><br><b>Quantity</b><br><br><ul style="list-style-type: none"> <li>Provision of assistance with requests relating to criminal or regulatory investigations.</li> </ul> <b>Quality</b><br><br><ul style="list-style-type: none"> <li>Information provided in the agreed format.</li> </ul> <b>Timeliness</b><br><br><ul style="list-style-type: none"> <li>Information provided within an agreed timeframe.</li> </ul> <b>Location</b><br><br><ul style="list-style-type: none"> <li>Services are delivered within the Cayman Islands.</li> </ul> <b>Cost</b> | <b>2013/14 Budget</b>                                          | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 120 - 180                                                      | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                           | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                           | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                           | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$87,304</b>                                                | <b>\$0</b>            |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                |                                                                |                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                               |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------|
| <b>DCI 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Facilitate Opportunities for Foreign Direct Investment</b> | <b>\$71,699</b>           |
| <b>Description</b><br>The generation of foreign investment interest in the Cayman Islands through direct contact with foreign investors in target markets. Includes a variety of activities to allow the identification of potential investors, and to engage these investors in discussion on opportunities for direct investment in the Cayman Islands.                                                                                                                                                                                                                                                                                  |                                                               |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Attendance at trade and investment conferences;</li> <li>Information collateral</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Professional, courteous communication that addresses concerns and questions posed by foreign investors.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Interaction with investors to meet expectations.</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>Services are delivered within the Cayman Islands as well as specified target markets.</li> </ul> <b>Cost</b> | <b>2013/14<br/>Budget</b>                                     | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2-3                                                           | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1-2                                                           | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                          | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                          | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                          | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$71,699</b>                                               | <b>\$273,409</b>          |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                            |                                                               |                           |



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| <b>DCI 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Technical Assistance to Small &amp; Medium Enterprises (SMEs)</b> | <b>\$252,459</b>      |
| <b>Description</b><br>Provision of technical assistance to entrepreneurs and small business owners; delivered through seminars, workshops, as well as one-on-one confidential business counselling. The delivery of a technical assistance programme to SMEs has a number of interrelated components, not limited to the listed key activities.                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                      |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Small business workshops;</li> <li>Hours spent providing individualized, confidential business counseling;</li> <li>Small business conference showcasing SMEs in the local market.</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>All services provided according to published service standards by trained staff or expert outside advisors.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Services delivered with consideration for the time constraints often faced by small and micro business owners.</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>Services are delivered within the Cayman Islands.</li> </ul> <b>Cost</b> | <b>2013/14 Budget</b>                                                | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 8-12                                                                 | 8                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 800-1,200                                                            | 1,200                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                                    | 1                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                                                 | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                                                 | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                                                 | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$252,459</b>                                                     | <b>\$292,563</b>      |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                      |                       |

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| <b>DCI 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Business Licensing System for Specified Business Types</b> | <b>\$104,969</b>                 |
| <b>Description</b><br>Issuance of licences for the conduct of local business activity in specific sectors according to relevant legislation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                               |                                  |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Business Licence &amp; LCCL renewals / grants processed</li> <li>Number of Film Licence applications processed</li> <li>Number of Tobacco Permits processed</li> <li>Number of SEZ Trade Licences processed</li> <li>Number of Liquor / Music and Dance Licences processed</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>All applications processed in accordance with standards and requirements as outlined in the relevant law.</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Licence application decisions communicated within time period specified in law or as set out in published policy.</li> </ul><br><b>Location</b> <ul style="list-style-type: none"> <li>Services are delivered within the Cayman Islands.</li> </ul><br><b>Cost</b> | <b>2013/14 Budget</b>                                         | <b>2012/13 Actual</b>            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 4,500-5,000<br>1-5<br>120-140<br>60-175<br>400-600            | 4,100<br>10<br>N/A<br>240<br>N/A |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                          | 100%                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                          | 100%                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                          | 100%                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$104,969</b>                                              | <b>\$221,473</b>                 |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                               |                                  |

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| <b>DCI 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Appropriate Framework for Local Business Development</b> | <b>\$73,180</b>       |
| <b>Description</b><br>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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                             |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Hours spent on Legislation supporting local Commerce. Amendments and new legislation supported by an industry consultation process;</li> <li>Hours spent on Provision of assistance to newly established businesses to enable operations to commence quickly following a decision to conduct business within the jurisdiction.</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information.</li> </ul><br><b>Timeliness</b><br>Consultation conducted according to agreed timeframes<br><b>Location</b><br>Services are delivered within the Cayman Islands.<br><b>Cost</b> | <b>2013/14 Budget</b>                                       | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 75-100                                                      | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 60- 650                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                        | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                        | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                        | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>\$73,180</b>                                             | <b>\$0</b>            |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                             |                       |

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| <b>DCI 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Information on the Jurisdiction in Target Markets</b> | <b>\$119,264</b>      |
| <b>Description</b><br>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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                          |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Co-sponsor events with the local industry to attract potential film / advertising production</li> <li>Build market and competitor intelligence through benchmarking / research exercises</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>All activities will be well-researched and with a strategy / business case in place before proceeding.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Arrangements for conferences and events made ahead according to logistical schedule.</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>Services are delivered within the Cayman Islands and specified target markets.</li> </ul> <b>Cost</b> | <b>2013/14 Budget</b>                                    | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1                                                        | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1                                                        | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                     | N/A                   |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                          |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$119,264</b>                                         | <b>\$0</b>            |

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| <b>DCI 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Enforcement of Local Licensing Laws</b> | <b>\$191,449</b>      |
| <b>Description</b><br>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.                                                                                                                                                                                    |                                            |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Hours spent on enforcement / compliance activities.</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Activities conducted by appropriately trained staff.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Compliance checks conducted on a routine basis; or investigation started within 5 business days of receipt of a complaint.</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>Services are delivered within the Cayman Islands.</li> </ul> <b>Cost</b> | <b>2013/14 Budget</b>                      | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1,500- 2,500                               | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                       | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                       | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                       | N/A                   |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                   |                                            |                       |

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| ENV 13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Installation and Maintenance of Public Moorings and Regulatory Markers | \$175,985                |                          |
| <b>Description</b><br>Installation and maintenance of the Cayman Islands Marine Parks' regulatory markers and provision of Cayman Islands Public Mooring Programme.<br>Services include: <ul style="list-style-type: none"><li>Marker site selection, installation, monitoring, maintenance</li><li>Maintenance of marker location database</li><li>Mooring site selection, installation, monitoring, maintenance</li><li>Maintenance of mooring location database available to the public</li></ul> |                                                                        |                          |                          |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                        | <b>2013/14 Budget</b>    | <b>2012/13 Actual</b>    |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of marine park markers maintained</li><li>Number of moorings maintained</li><li>Number of databases maintained</li></ul>                                                                                                                                                                                                                                                                                                                |                                                                        | 110<br>300<br>2          | 110<br>300<br>2          |
| <b>Quality</b> <ul style="list-style-type: none"><li>Marine Park markers and moorings installed to DOE specifications</li><li>Moorings in safe and functional condition</li><li>Database functioning – accurate and up-to-date</li></ul>                                                                                                                                                                                                                                                             |                                                                        | 100%<br>95%<br>100%      | 100%<br>95%<br>100%      |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Damaged or missing markers repaired within 20 working days of report</li><li>Damaged or missing moorings repaired within 20 working days of report</li><li>All existing single pin moorings replaced by end of calendar year</li><li>Amendments to databases made within 10 working days</li></ul>                                                                                                                                           |                                                                        | 85%<br>90%<br>90%<br>90% | 85%<br>90%<br>90%<br>90% |
| <b>Location</b><br>Services are delivered within the Cayman Islands.                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                        | 100%                     | 100%                     |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                        | <b>\$175,985</b>         | <b>\$167,924</b>         |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance<br>10. Conservation of our Biological Diversity and Ecologically Sustainable Development                                                                                                                                                                             |                                                                        |                          |                          |

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| <b>ENV 14</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Environmental Policy Advice</b> | <b>\$171,054</b>                                                                                                     |
| <b>Description</b><br>Provide scientific reviews, management recommendations and policy advice to the Ministry of Environment 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.                                                                                                                                                                                                                                                                                                                                    |                                    |                                                                                                                      |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of policy papers/reports/recommendations prepared</li> <li>Number of new and existing MEAs reviewed</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>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 - compliance</li> <li>Presented in a clear, concise and professional manner following a standard format agreed by the DOE TRC and approved by the Director of Environment</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>All reports prepared within agreed time frames</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>Services are delivered within the Cayman Islands.</li> </ul> <b>Cost</b> |                                    | <b>2013/14<br/>Budget</b><br><br>10-20<br>1-5<br><br>100%<br><br>95%<br><br>100%<br><br>100%<br><br><b>\$171,054</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                    | <b>2012/13<br/>Actual</b><br><br>10-20<br>1-5<br><br>100%<br><br>95%<br><br>100%<br><br>100%<br><br><b>\$164,250</b> |
| <b>Related Broad Outcomes:</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>5. Modern, Smart Infrastructure</li> <li>8. A Culture of Good Governance</li> <li>10. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                    |                                                                                                                      |

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| <b>ENV 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Administration of Environmental Legislation</b> | <b>\$161,466</b>                                                                                                                                                |
| <b>Description</b><br>Administer the provisions of a variety of environmental legislation including the functions of Scientific Authority for Convention on International Trade in Endangered Species of Flora and Fauna (CITES) and administration and permitting services to the Marine Conservation Board (MCB) and other Boards and Committees as necessary. This includes: <ul style="list-style-type: none"> <li>• Implementation of the Endangered Species Trade and Transport Law (2004)</li> <li>• Implementation of proposed National Conservation Law</li> <li>• Reviewing and issuing CITES import and export permits</li> <li>• Production of CITES Annual Country Report and</li> <li>• Provision of scientific reviews of new and existing CITES requirements</li> <li>• Issuing spear gun, turtle fishing, seine net, fish pot and fishing licences</li> <li>• Issuing Ocean Disposal Permits;</li> <li>• Issuing Wildlife Interaction Zone Licences</li> <li>• Acting as Marine Conservation Board Secretary</li> <li>• Hosting Marine Conservation Board meetings</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                    |                                                                                                                                                                 |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of CITES Import, Export and Re-Export permits processed</li> <li>• CITES annual country report submitted to UK Management Authority</li> <li>• Number of CITES reports and recommendations to CI MA</li> <li>• Number of various licences issued</li> <li>• Number of MCB meetings hosted</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Percentage of CITES Permits accepted in accordance with the Convention.</li> <li>• CITES annual country report accurately prepared in accordance with the standard format and accepted by the CITES Secretariat in Geneva</li> <li>• All CITES reports and recommendations to CIMA will be based on consensus of advice and thorough understanding of issues following an extensive review by Department of Environment staff and will be <ul style="list-style-type: none"> <li>o Presented in a clear, concise and professional format</li> <li>o Approved by the Director of Environment</li> </ul> </li> <li>• Licences issued in accordance with the Marine Conservation law</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• CITES permits issued within 14 days of local application and all necessary documentation</li> <li>• Annual report submitted to CITES Secretariat within established time-frame</li> <li>• Licences issued within five working days of submission of all necessary documentation</li> <li>• Meetings held at least two times per year in accordance with the law.</li> </ul> <b>Location</b><br>Services are delivered within the Cayman Islands. |                                                    | <b>2013/14<br/>Budget</b><br><br>35-70<br><br>1<br>1-7<br>150-200<br>2-6<br><br>95%<br>100%<br><br>100%<br>100%<br><br>95%<br>100%<br>90%<br>100%<br><br>100%   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                    | <b>2012/13<br/>Actual</b><br><br>35 - 70<br><br>1<br>1-7<br>150-200<br>2-6<br><br>95%<br>100%<br><br>100%<br>100%<br><br>95%<br>100%<br>90%<br>100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                    | <b>\$161,466</b><br><br><b>\$150,775</b>                                                                                                                        |
| <b>Related Broad Outcomes:</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>5. Modern, Smart Infrastructure</li> <li>8. A Culture of Good Governance</li> <li>10. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                    |                                                                                                                                                                 |



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| <b>ENV 16</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Conservation Enforcement Activities</b> | <b>\$733,309</b>                                                                                                                             |
| <b>Description</b><br>Provision of conservation enforcement and search and rescue services including: <ul style="list-style-type: none"> <li>• Stingray City and Sandbar Wildlife Interaction Zone patrol</li> <li>• Routine patrol and monitoring of the natural environment</li> <li>• Enforcement and prosecution of Marine Conservation Law and violations and preparation of relevant case files.</li> <li>• Enforcement and prosecution of animal sanctuary and other conservation legislation</li> <li>• Search and rescue services as required</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |                                            |                                                                                                                                              |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of days patrolling</li> <li>• Number of case files prepared</li> <li>• Number of search and rescue missions</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Number of days patrolled as a percentage of total possible patrol days</li> <li>• Percentage of case files prepared in accordance with agreed standards</li> <li>• Search and Rescue conducted safely and with best accepted practices of seamanship</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Patrols conducted daily as scheduled.</li> <li>• Case documents to Legal within 6 weeks of violation; registered with court within six months of charges being proffered.</li> <li>• Search and Rescue mission initiated within 10 minutes of report</li> </ul> <b>Location</b><br>Services are delivered within the Cayman Islands. |                                            | <b>2013/14<br/>Budget</b><br><br>360<br>15-35<br>10-25<br><br>95%<br>90%<br>95%<br><br>95%<br>95%<br>50%<br><br>100%<br><br><b>\$733,309</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                            | <b>2012/13<br/>Actual</b><br><br>360<br>15-35<br>10-25<br><br>95%<br>90%<br>95%<br><br>95%<br>95%<br>50%<br><br>100%<br><br><b>\$768,249</b> |
| <b>Related Broad Outcomes:</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>5. Modern, Smart Infrastructure</li> <li>8. A Culture of Good Governance</li> <li>10. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                            |                                                                                                                                              |

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| ENV 17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Research and Monitoring of Natural Resources | \$834,063             |
| <b>Description</b><br>Provide scientific research, monitoring and assessment services of the marine and terrestrial natural resources of the Cayman Islands<br>Services include: <ul style="list-style-type: none"><li>• Annual monitoring and assessment of culturally important fisheries stocks, coral reef, sea grass, mangrove and other marine habitats</li><li>• Monitoring and assessment of ecologically important terrestrial communities and species</li><li>• Assistance with studies commissioned by Government or DOE and conducted by external consultants</li><li>• Co-ordination of visiting scientist programme</li><li>• Provision of environmental advice and short-term rapid assessment for incidents, events and activities impacting the environmental resources</li><li>• Provision of routine marine water quality monitoring services</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                              |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>• Number of monitoring programmes</li><li>• Number of research programmes</li><li>• Number of reports written</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>• Research and Monitoring programs will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands</li><li>• Study reports, findings and recommendations will be written and reported in a clear, concise and professional manner and will be:<ul style="list-style-type: none"><li>o Based on a consensus of advice and thorough understanding of environmental and scientific issues following an extensive review by DOE staff</li><li>o Based on additional advice sought from other agencies and professionals, both locally and overseas as appropriate</li></ul></li><li>• Periodically submitted for peer review and publication in international journals</li><li>• Approved by the Director of Environment</li></ul><br><b>Timeliness</b> <ul style="list-style-type: none"><li>• All Research and monitoring programs completed within designated or agreed time schedules - compliance</li><li>• Project and monitoring status reports produced annually</li></ul><br><b>Location</b><br>Services are delivered within the Cayman Islands. | <b>2013/14 Budget</b>                        | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 5-10                                         | 5-10                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 4-8                                          | 4-8                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1-5                                          | 1-5                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 80%                                          | 80%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 80%                                          | 80%                   |
| 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                         |                       |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$834,063</b>                             | <b>\$822,145</b>      |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance<br>10. Conservation of our Biological Diversity and Ecologically Sustainable Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                              |                       |

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| ENV 18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Native Species Management Programmes and Aquaculture Services | \$129,371                            |
| <b>Description</b><br>Provide native species management programmes and aquaculture services for the Cayman Islands including: <ul style="list-style-type: none"><li>• Scientific review and implementation of species management/enhancement programmes to assist locally threatened species</li><li>• Implementation of exotic species control measures and programmes</li><li>• Review of exotic species importation requests</li><li>• Review and make recommendations for potential aquaculture projects</li><li>• Scientific and logistical support to approved Caymanian aquaculture projects</li></ul> |                                                               |                                      |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14 Budget</b>                                         | <b>2012/13 Actual</b>                |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of local projects assisted</li><li>• Number of potential aquaculture proposals reviewed</li><li>• Number of species importation requests reviewed</li><li>• Number of exotic species control measures and programmes</li></ul>                                                                                                                                                                                                                                                                                                                 | 1-2<br>1-6<br>10-35<br>3-5                                    | 1-2<br>1-6<br>10-35<br>3-5           |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Species importation requests conducted in accordance with 'Prohibited Species List' and best practices</li><li>• Aquaculture services will be conducted using internationally recognised aquaculture techniques</li><li>• Project support based on current standards and best management practices</li><li>• Address environmental and natural resource issues</li><li>• Follow criteria and protocols established in Aquaculture Development Policy</li></ul>                                                                                         | 100%<br>100%<br>100%<br>100%<br>100%                          | 100%<br>100%<br>100%<br>100%<br>100% |
| <b>Timeliness</b><br>All Aquaculture services and programmes completed within time schedules agreed between client and the department                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 90%                                                           | 90%                                  |
| <b>Location</b><br>Services are delivered within the Cayman Islands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                                                          | 100%                                 |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$129,371</b>                                              | <b>\$121,383</b>                     |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance<br>10. Conservation of our Biological Diversity and Ecologically Sustainable Development                                                                                                                                                                                                                                                                                      |                                                               |                                      |

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| <b>ENV 19</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Public Education and Environmental Promotion Initiatives</b> | <b>\$125,405</b>                                                                                                                                          |
| <b>Description</b><br>Provide environmental education programs to promote environmental awareness and enhance compliance with conservation legislation<br>Programs include: <ul style="list-style-type: none"> <li>• Environmental Promotion and Outreach Activities (eg. CEPTS/Green Team Network / Sustainable Development Unit promotions)</li> <li>• Production and distribution of marine parks leaflets and brochures</li> <li>• Production and distribution of information leaflets and brochures for animal sanctuaries and other protected areas</li> <li>• School and other institutional visits presenting information on a wide variety of environmental subjects</li> <li>• Production of educational packages for general public and schools</li> <li>• Media press releases on relevant environmental issues</li> <li>• Co-ordination of Earth Day activities and other environmentally orientated initiatives</li> <li>• Website development and maintenance</li> <li>• Sign site selection, installation, monitoring and maintenance</li> <li>• Maintenance of sign location database</li> </ul> |                                                                 |                                                                                                                                                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of Marine parks information campaigns</li> <li>• Number of educational visits conducted</li> <li>• Number of field education events</li> <li>• Number of Special Events assisted with</li> <li>• Number of educational materials distributed</li> <li>• Number of media releases</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Marine parks information available island wide – compliance</li> <li>• Material presented will be relevant and technically correct as approved by internal review within the Department – compliance</li> <li>• Percentage of marine parks signs in readable and functional condition</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• All information available upon request – compliance</li> <li>• Events and visits completed within scheduled agreed by clients</li> </ul> <b>Location</b><br>Services are delivered within the Cayman Islands.                                                                                              |                                                                 | <b>2013/14 Budget</b><br><br>1-5<br>10-15<br>3-5<br>1-2<br>10-20<br>10-20<br><br>90%<br>100%<br>95%<br><br>90%<br>90%<br><br>100%<br><br><b>\$125,405</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 | <b>2012/13 Actual</b><br><br>1-5<br>10-15<br>3-5<br>1-2<br>10-20<br>10-20<br><br>90%<br>100%<br>95%<br><br>90%<br>90%<br><br>100%<br><br><b>\$121,638</b> |
| <b>Related Broad Outcomes:</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>5. Modern, Smart Infrastructure</li> <li>8. A Culture of Good Governance</li> <li>10. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                                                                                                                                                           |

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| ENV 20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Marine Pollution and Natural Resource Damage Incident Response | \$89,177                 |                          |
| <b>Description</b><br>To provide oil spill contingency planning and response services in accordance with the local legislation and international agreements in the event of a marine pollution incident and to respond to natural resources damage incidents. Services include: <ul style="list-style-type: none"><li>• Production and updating of the manual entitled CI National Oil Spill Contingency Plan</li><li>• Provision of Oil Spill Response Management Services</li><li>• Provision of tier one response equipment stockpile</li><li>• Provision of appropriate response to natural resource damage incidents</li></ul> |                                                                |                          |                          |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                | <b>2013/14 Budget</b>    | <b>2012/13 Actual</b>    |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• CI National Oil Spill Contingency Plan</li><li>• Number of days providing response services for marine oil spills</li><li>• Number of days providing response services for natural resource damage incidents</li></ul>                                                                                                                                                                                                                                                                                                                                                      |                                                                | 1<br>365<br>350-365      | 1<br>365<br>350-365      |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Compliance with Oil Pollution Response Convention</li><li>• All equipment in serviceable condition</li><li>• Contingency plan current</li><li>• Incident response commensurate with environmental threat as assessed by a qualified individual</li></ul>                                                                                                                                                                                                                                                                                                                     |                                                                | 90%<br>80%<br>90%<br>90% | 90%<br>80%<br>90%<br>90% |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• Incidents responded to on same day as report received</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                | 100%                     | 100%                     |
| <b>Location</b> <ul style="list-style-type: none"><li>• Services are delivered within the Cayman Islands</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                | 100%                     | 100%                     |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                | <b>\$89,177</b>          | <b>\$89,026</b>          |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance<br>10. Conservation of our Biological Diversity and Ecologically Sustainable Development                                                                                                                                                                                                                                                                                                            |                                                                |                          |                          |

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| <b>ENV 21</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Reports and Advice on Environmental Issues</b> | <b>\$241,662</b>                                                                                                                                                            |
| <b>Description</b><br>Provide environmental assessment reports and advice to government ministries, departments, developers and other stakeholders (e.g. AAC, NRA, WAC, Port Authority, CPA, MACI, DoT, Civil Aviation) on issues likely to impact the natural environment. This involves: <ul style="list-style-type: none"> <li>• Review of coastal works applications</li> <li>• Review of planning applications</li> <li>• Conduct Technical Review Committee meetings (TRC)</li> <li>• Provision of guidelines, Terms of Reference and review of results for external Environmental Impact Assessments (EIA)</li> <li>• Provision of environmental advice and recommendations on best management practices to reduce potential environmental impacts associated with developments and other proposed projects.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                   |                                                                                                                                                                             |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of Coastal Works reports</li> <li>• Number of Planning reviews</li> <li>• EIA terms of reference, guideline documents and interim, draft and final reports reviewed</li> <li>• Number of site visits and meetings</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• 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 - compliance</li> <li>• Presented in a clear, concise and professional manner following a standard format agreed by the DOE TRC and approved by the Director of Environment - compliance</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• DOE Technical Review Committee will meet at least twice a month</li> <li>• Planning reports will be returned within the two-week deadline provided by the Planning Department on receipt of all relevant information - compliance</li> <li>• Coastal works reports returned within two weeks of submission of all relevant information - compliance</li> <li>• All EIA guidelines, Terms of Reference and review reports to be conducted and concluded within timeframes agreed between relevant agencies</li> <li>• Site visits and meetings with developers conducted within two weeks of request</li> </ul> <b>Location</b><br>Services are delivered within the Cayman Islands. |                                                   | <b>2013/14 Budget</b><br><br>20-60<br>25-70<br>1-6<br>20-150<br><br>100%<br><br>100%<br><br>90%<br>90%<br><br>90%<br><br>90%<br><br>90%<br><br>100%<br><br><b>\$241,662</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                   | <b>2012/13 Actual</b><br><br>20-60<br>25-70<br>1-6<br>20-150<br><br>100%<br><br>100%<br><br>90%<br>90%<br><br>90%<br><br>90%<br><br>90%<br><br>100%<br><br><b>\$238,850</b> |
| <b>Related Broad Outcomes:</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>5. Modern, Smart Infrastructure</li> <li>8. A Culture of Good Governance</li> <li>10. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                   |                                                                                                                                                                             |

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| <b>TIA 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Compliance with Internationally Accepted Standards Regarding Financial Services</b> | <b>\$668,977</b>      |
| <b>Description</b><br>In fulfilment of agreed international obligations, and in order to uphold the positive reputation of the Cayman Islands as an international financial centre, the CIG actively participates in international fora on tax cooperation, and maintains a number of mechanisms for exchange of information for tax purposes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                        |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Hours spent in fulfilment of agreed international obligations</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>All functions to be performed in accordance with statutory and treaty obligations</li> <li>All collaboration and meeting attendance to be carried out within the relevant parameters for the international initiatives and meetings</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>All work to be carried out within timeframes established by applicable legislation, international agreements and standards, and deadlines set by international organisation agendas.</li> </ul> <b>Location</b><br>Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances. | <b>2013/14 Budget</b>                                                                  | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 5,000-6,000                                                                            | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                                                   | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                                                   | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                                                   | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                                                   | N/A                   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$668,977</b>                                                                       | <b>\$0</b>            |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                        |                       |

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| <b>FSS 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Framework for Modern, Innovative Financial Services Products</b> | <b>\$679,879</b>      |
| <b>Description</b><br>Conducting policy research and providing regular briefings to the Ministry on matters impacting the competitiveness of the financial services industry. Participate in Cayman Islands delegations to various local, regional and international meetings, seminars and conferences.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                     |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Hours spent on policy and legislative reports and papers</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Advice and service will be complete, accurate and reviewed by management</li> <li>Policy advice includes all relevant information and designed to deliver efficient and effective responses</li> <li>Director vets all reports, policy papers and minutes</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>All work to be carried out within timeframes established by applicable legislation, international agreements and standards, and deadlines set by the Ministry.</li> </ul> <b>Location</b><br>Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances. | <b>2013/14 Budget</b>                                               | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 5,000-6,000                                                         | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                                | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                                | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                                | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                                | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                                | N/A                   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$679,879</b>                                                    | <b>\$0</b>            |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                     |                       |



|                                                                                                                                                                                                                                 |                                                                                                    |                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------|
| <b>MCU 1</b>                                                                                                                                                                                                                    | <b>Communications Support within the Ministry for Financial Services, Commerce and Environment</b> | <b>\$450,106</b>      |
| <b>Description</b><br>Support to the Minister in the execution of his duties; development and execution of communications strategies in support of stated goals and objectives.                                                 |                                                                                                    |                       |
| <b>Measures</b>                                                                                                                                                                                                                 | <b>2013/14 Budget</b>                                                                              | <b>2012/13 Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Maintenance of a communication plan for each agency within the Ministry</li> </ul>                                                                                       | 5-6                                                                                                | N/A                   |
| <b>Quality</b> <ul style="list-style-type: none"> <li>All plans to include measurement and indicators to demonstrate success</li> </ul>                                                                                         | 100%                                                                                               | N/A                   |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Draft plans provided to coincide with Annual Budget submissions; plans updated and maintained throughout the year as circumstances dictate.</li> </ul>                 | 100%                                                                                               | N/A                   |
| <b>Location</b><br>Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.                                                                         | 100%                                                                                               | N/A                   |
| <b>Cost</b>                                                                                                                                                                                                                     | <b>\$450,106</b>                                                                                   | <b>\$1,485,068</b>    |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance |                                                                                                    |                       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                          |                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------|
| <b>MCU 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Information on the Jurisdiction in Target Markets</b> | <b>\$177,260</b>      |
| <b>Description</b><br>The provision of information on the jurisdiction so that it is available in identified target markets and raises awareness of opportunities to invest / conduct business in the Cayman Islands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                          |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Development of collateral marketing and communications material;</li> <li>Provision of communications content in reputable publications;</li> <li>Collaboration and participation with industry on events and conferences</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>All activities will be well-researched and with a strategy / business case in place before proceeding</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Provision of information with set publication deadlines;</li> <li>Arrangements made for conferences and events ahead according to logistical schedule.</li> </ul> <b>Location</b><br>Services are delivered within the Cayman Islands and specified target markets. | <b>2013/14 Budget</b>                                    | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1                                                        | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 6-10                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1-4                                                      | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                     | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$177,260</b>                                         | <b>\$0</b>            |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure<br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                          |                       |

## 6. PAYMENT ARRANGEMENTS

Cabinet will pay the Ministry of Financial Services, Commerce and Environment for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of Financial Services, Commerce and Environment. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| MONTH        | EXPECTED AMOUNT OF INVOICE FOR OUTPUTS SUPPLIED \$ |                |                |               |                |                |               |                |
|--------------|----------------------------------------------------|----------------|----------------|---------------|----------------|----------------|---------------|----------------|
|              | FSA 1                                              | FSA 2          | FSS 3          | DCI 4         | DCI 5          | DCI 9          | DCI 10        | DCI 11         |
| July         | 57,534                                             | 60,512         | 52,307         | 5,614         | 19,766         | 8,218          | 5,729         | 9,337          |
| August       | 63,967                                             | 67,278         | 52,307         | 5,492         | 19,337         | 8,040          | 5,605         | 9,135          |
| September    | 72,740                                             | 76,505         | 63,197         | 5,749         | 20,242         | 8,416          | 5,868         | 9,563          |
| October      | 68,290                                             | 71,825         | 67,757         | 5,546         | 19,528         | 8,120          | 5,661         | 9,225          |
| November     | 76,761                                             | 80,734         | 64,947         | 7,486         | 26,360         | 10,960         | 7,641         | 12,453         |
| December     | 79,256                                             | 83,358         | 47,307         | 6,606         | 23,259         | 9,671          | 6,742         | 10,988         |
| January      | 74,382                                             | 78,232         | 66,147         | 5,753         | 20,258         | 8,423          | 5,872         | 9,570          |
| February     | 71,887                                             | 75,608         | 54,507         | 5,132         | 18,072         | 7,514          | 5,238         | 8,537          |
| March        | 67,437                                             | 70,928         | 50,447         | 5,499         | 19,362         | 8,050          | 5,612         | 9,147          |
| April        | 65,244                                             | 68,621         | 56,007         | 7,270         | 25,598         | 10,643         | 7,420         | 12,093         |
| May          | 68,231                                             | 71,763         | 51,447         | 5,403         | 19,025         | 7,910          | 5,515         | 8,988          |
| June         | 74,631                                             | 78,494         | 53,507         | 6,149         | 21,652         | 9,003          | 6,276         | 10,229         |
| <b>TOTAL</b> | <b>840,360</b>                                     | <b>883,857</b> | <b>679,879</b> | <b>71,699</b> | <b>252,459</b> | <b>104,969</b> | <b>73,180</b> | <b>119,264</b> |

| MONTH        | EXPECTED AMOUNT OF INVOICE FOR OUTPUTS SUPPLIED \$ |                  |               |                |                |                |                |                |
|--------------|----------------------------------------------------|------------------|---------------|----------------|----------------|----------------|----------------|----------------|
|              | DCI 12                                             | REG 16           | REG 17        | TIA 6          | MCU 1          | MCU 2          | ENV 13         | ENV 14         |
| July         | 14,989                                             | 182,901          | 6,636.30      | 37,554         | 21,573         | 8,496          | 14,665         | 14,254         |
| August       | 14,664                                             | 191,858          | 6,961.29      | 42,554         | 21,573         | 8,496          | 14,665         | 14,254         |
| September    | 15,351                                             | 214,586          | 7,785.92      | 44,224         | 38,779         | 15,272         | 14,665         | 14,254         |
| October      | 14,809                                             | 205,610          | 7,460.27      | 55,214         | 38,420         | 15,131         | 14,665         | 14,254         |
| November     | 19,989                                             | 204,159          | 7,407.62      | 59,964         | 37,703         | 14,848         | 14,665         | 14,254         |
| December     | 17,638                                             | 204,740          | 7,428.68      | 53,474         | 37,703         | 14,848         | 14,665         | 14,254         |
| January      | 15,362                                             | 221,573          | 8,039.44      | 65,809         | 42,751         | 16,836         | 14,665         | 14,254         |
| February     | 13,705                                             | 210,889          | 7,651.80      | 67,559         | 42,034         | 16,554         | 14,665         | 14,254         |
| March        | 14,683                                             | 214,118          | 7,768.96      | 55,069         | 42,034         | 16,554         | 14,665         | 14,254         |
| April        | 19,412                                             | 217,613          | 7,895.75      | 64,059         | 42,751         | 16,836         | 14,665         | 14,254         |
| May          | 14,427                                             | 235,193          | 8,533.64      | 63,309         | 42,034         | 16,554         | 14,665         | 14,254         |
| June         | 16,420                                             | 102,932          | 3,734.74      | 60,189         | 42,751         | 16,836         | 14,665         | 14,254         |
| <b>TOTAL</b> | <b>191,449</b>                                     | <b>2,406,174</b> | <b>87,304</b> | <b>668,977</b> | <b>450,106</b> | <b>177,260</b> | <b>175,985</b> | <b>171,054</b> |

| MONTH        | EXPECTED AMOUNT OF INVOICE FOR OUTPUTS SUPPLIED \$ |                |                |                |                |               |                |  |
|--------------|----------------------------------------------------|----------------|----------------|----------------|----------------|---------------|----------------|--|
|              | ENV 15                                             | ENV 16         | ENV 17         | ENV 18         | ENV 19         | ENV 20        | ENV 21         |  |
| July         | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| August       | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| September    | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| October      | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| November     | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| December     | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| January      | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| February     | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| March        | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| April        | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| May          | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| June         | 13,456                                             | 61,109         | 69,505         | 10,781         | 10,450         | 7,431         | 20,139         |  |
| <b>TOTAL</b> | <b>161,466</b>                                     | <b>733,309</b> | <b>834,063</b> | <b>129,371</b> | <b>125,405</b> | <b>89,177</b> | <b>241,662</b> |  |



**MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Dr. Dax Basdeo, JP**  
**Chief Officer**

Ministry of Financial Services, Commerce and Environment

October 4 2013

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2014

|                                    | Note | Budget<br>2013/14<br>\$000 | Est. Actual<br>2012/13<br>\$000 | Actual<br>2011/12<br>\$000 |
|------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>              |      |                            |                                 |                            |
| Cash and cash equivalents          | 1    | 6,348                      | 18,683                          | 13,840                     |
| Marketable securities and deposits |      |                            |                                 |                            |
| Trade receivables                  | 2    | 806                        | 12,077                          | 3,908                      |
| Other receivables                  | 2    | 0                          | 22                              | 58                         |
| Prepayments                        | 3    | 0                          | 78                              | 70                         |
| <b>Total Current Assets</b>        |      | <b>7,153</b>               | <b>30,859</b>                   | <b>17,876</b>              |
| <b>Non-Current Assets</b>          |      |                            |                                 |                            |
| Trade receivables                  | 2    | 0                          | 2,670                           | 0                          |
| Property, plant and equipment      | 4    | 1,547                      | 1,451                           | 1,368                      |
| <b>Total Non-Current Assets</b>    |      | <b>1,547</b>               | <b>4,121</b>                    | <b>1,368</b>               |
| <b>Total Assets</b>                |      | <b>8,701</b>               | <b>34,980</b>                   | <b>19,244</b>              |
| <b>Current Liabilities</b>         |      |                            |                                 |                            |
| Trade payables                     | 5    | 231                        | 54                              | 94                         |
| Other payables and accruals        | 5    | 55                         | 583                             | 402                        |
| Unearned revenue                   | 6    | 148                        | 0                               | 0                          |
| Employee entitlements              | 7    | 160                        | 117                             | 97                         |
| Repayment of surplus               |      | 504                        | 44,593                          | 21,614                     |
| <b>Total Current Liabilities</b>   |      | <b>1,099</b>               | <b>45,347</b>                   | <b>22,208</b>              |
| <b>Total Liabilities</b>           |      | <b>1,099</b>               | <b>45,347</b>                   | <b>22,208</b>              |
| <b>Net Assets</b>                  |      | <b>7,602</b>               | <b>(10,367)</b>                 | <b>(2,964)</b>             |
| <b>NET WORTH</b>                   |      |                            |                                 |                            |
| Contributed capital                |      | 5,741                      | 5,407                           | 5,350                      |
| Other Reserves                     |      | 0                          | 0                               | 0                          |
| Revaluation reserve                |      | 0                          | 0                               | 0                          |
| Accumulated surpluses/(deficits)   |      | 1,861                      | 3,038                           | 1,551                      |
| <b>Total Net Worth</b>             |      | <b>7,602</b>               | <b>8,445</b>                    | <b>6,901</b>               |

## STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 30 JUNE 2014

|                                                                            | Note | Budget<br>2013/14<br>\$000 | Est. Actual<br>2012/13<br>\$000 | Actual<br>2011/12<br>\$000 |
|----------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                             |      |                            |                                 |                            |
| Sale of goods and services                                                 | 8    | 10,996                     | 31,402                          | 30,154                     |
| Other revenue                                                              |      | 0                          | 0                               | 0                          |
| <b>Total Revenue</b>                                                       |      | <b>10,996</b>              | <b>31,402</b>                   | <b>30,154</b>              |
| <b>Expenses</b>                                                            |      |                            |                                 |                            |
| Personnel costs                                                            | 9    | 7,430                      | 4,581                           | 4,759                      |
| Supplies and consumables                                                   | 10   | 2,825                      | 2,578                           | 3,244                      |
| Depreciation                                                               | 4    | 237                        | 134                             | 193                        |
| Gains/(losses) on foreign exchange transactions                            | 11   | 0                          | 3                               | (23)                       |
| Gains/(losses) on disposal/revaluation of property,<br>plant and equipment | 11   | 0                          | 1,127                           | 172                        |
| Other expenses                                                             |      | 0                          | 0                               | 0                          |
| <b>Total Expenses</b>                                                      |      | <b>10,492</b>              | <b>8,422</b>                    | <b>8,345</b>               |
|                                                                            |      |                            |                                 |                            |
| <b>Surplus or (Deficit) for the period</b>                                 |      | <b>504</b>                 | <b>22,979</b>                   | <b>21,810</b>              |
|                                                                            |      |                            |                                 |                            |

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

**CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note      | Budget<br>2013/14<br>\$000 | Est. Actual<br>2012/13<br>\$000 | Actual<br>2011/12<br>\$000 |
|-------------------------------------------------------------|-----------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |           |                            |                                 |                            |
| <i>Receipts</i>                                             |           |                            |                                 |                            |
| Outputs to Cabinet                                          |           | 12,915                     | 1,268                           | 4,529                      |
| Sale of goods and services - third party                    |           | 1,328                      | 10,569                          | 16,304                     |
| Other receipts                                              |           | 29,323                     |                                 | 4                          |
| <i>Payments</i>                                             |           |                            |                                 |                            |
| Personnel costs                                             |           | (7,430)                    | (4,288)                         | (4,514)                    |
| Supplies and consumables                                    |           | (3,137)                    | (2,685)                         | (3,460)                    |
| Other payments                                              |           |                            | (1)                             | (1)                        |
| <b>Net cash flows from operating activities</b>             | <b>12</b> | <b>32,999</b>              | <b>4,863</b>                    | <b>12,862</b>              |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |           |                            |                                 |                            |
| Purchase of property, plant and equipment                   |           | (334)                      | (42)                            | (21)                       |
| Proceeds from sale of property, plant and equipment         |           |                            | 21                              |                            |
| <b>Net cash flows from investing activities</b>             |           | <b>(334)</b>               | <b>(21)</b>                     | <b>(21)</b>                |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |           |                            |                                 |                            |
| Equity Investment from Exec                                 |           | 334                        |                                 | 143                        |
| Repayment of Surplus to Exec                                |           | (45,333)                   |                                 | (19,516)                   |
| <b>Net cash flows from financing activities</b>             |           | <b>(44,999)</b>            | <b>0</b>                        | <b>(19,373)</b>            |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |           | <b>(12,334)</b>            | <b>4,842</b>                    | <b>(6,533)</b>             |
| Cash and cash equivalents at beginning of period            |           | 18,682                     | 13,840                          | 20,372                     |
| <b>Cash and cash equivalents at end of period</b>           | <b>1</b>  | <b>6,348</b>               | <b>18,682</b>                   | <b>13,840</b>              |



MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEAR ENDED 30 JUNE 2014

|                                                                | Contributed<br>Capital         | Accumulated<br>Surplus/<br>(deficits)          | Total        |
|----------------------------------------------------------------|--------------------------------|------------------------------------------------|--------------|
| <b>Balance at 30 June 2012</b>                                 | 5,350                          | 1,551                                          | 6,901        |
| Changes in accounting policy                                   |                                |                                                | 0            |
| Prior Year Adjustments                                         |                                | 1,487                                          | 1,487        |
| <b>Restated balance</b>                                        | 5,350                          | 3,038                                          | 8,388        |
| <b>Changes in net worth for 2012/13</b>                        |                                |                                                |              |
| Equity Investment from Cabinet                                 | 57                             |                                                | 57           |
| Capital withdrawals by Cabinet                                 |                                |                                                | 0            |
| Repayment of surplus to Cabinet                                |                                | (22,979)                                       | (22,979)     |
| <b>Net revenue / expenses recognised directly in net worth</b> | 57                             | (22,979)                                       | (22,922)     |
| Surplus/(deficit)for the period 2012/13                        |                                | 22,979                                         | 22,979       |
| <b>Total recognised revenues and expenses for the period</b>   | 57                             | (0)                                            | 57           |
| <b>Balance at 30 June 2013 carried forward</b>                 | 5,407                          | 3,038                                          | 8,445        |
|                                                                | <b>Contributed<br/>Capital</b> | <b>Accumulated<br/>Surplus/<br/>(deficits)</b> | <b>Total</b> |
| <b>Balance at 30 June 2013 brought forward</b>                 | 5,407                          | 3,038                                          | 8,445        |
| <b>Changes in net worth for 2013/14</b>                        |                                |                                                |              |
| Changes in accounting policy                                   |                                |                                                | 0            |
| Prior Year Adjustments                                         |                                |                                                | 0            |
| <b>Restated balance</b>                                        | 5,407                          | 3,038                                          | 8,445        |
| <b>Changes in net worth for 2013/14</b>                        |                                |                                                |              |
| Equity Investment from Cabinet                                 | 334                            |                                                | 334          |
| Capital withdrawals by Cabinet                                 |                                |                                                | 0            |
| Repayment of surplus/Dividends to Cabinet                      |                                | (1,681)                                        | (1,681)      |
| <b>Net revenue / expenses recognised directly in net worth</b> | 334                            | (1,681)                                        | (1,348)      |
| Surplus/(deficit)for the period 2013/14                        |                                | 504                                            | 504          |
| <b>Total recognised revenues and expenses for the period</b>   | 334                            | (1,177)                                        | (843)        |
| <b>Balance at 30 June 2014</b>                                 | 5,741                          | 1,861                                          | 7,602        |
|                                                                |                                |                                                |              |

**MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT  
STATEMENT OF ACCOUNTING POLICIES**

**Reporting entity**

These forecast financial statements are for the Ministry of Financial Services, Commerce and Environment. The Ministry is a Government owned entity as defined by section 2 of the Public Management and Finance Law (2010 Revision) and it is domiciled in the Cayman Islands.

**Basis of preparation**

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

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

**Reporting Period**

The reporting period is the period ended 30 June 2014.

**Specific Accounting Policies**

**a) Judgments and Estimates**

The preparation of financial statements is in conformity with International Public Sector Accounting Standards that requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the reporting period they are determined and in any future periods that are affected by those revisions.

**b) Changes in Accounting Estimates**

There have been no changes accounting estimates as defined by IPSAS 3.

c) Revenue

Revenue is recognised in the accounting period in which it is earned. Revenue received but not yet earned at the end of the reporting period is recognised as a liability (unearned revenue).

The Ministry derives its revenue through the provision of services to Cabinet, to other agencies in government and to third parties. Revenue is recognised at fair value of services provided.

d) Expenses

Expenses are recognised in the accounting period in which they are incurred.

e) Operating Leases

Payments made under the operating leases are recognised as expenses on a straight-line basis over the lease term.

f) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash in-transit and bank accounts with a maturity of no more than three months at the date of acquisition.

When there is objective evidence that a financial asset or group of financial assets is impaired the losses are recognised as a loss in the Statement of Financial Performance.

STATEMENT OF ACCOUNTING POLICIES

g) Prepayments

The portion of recognised expenditure paid in advance of receiving services has been recognised as a prepayment in these financial statements.

h) Property, Plant and Equipment

Property, plant and equipment, is stated at historical cost less accumulated depreciation. Items of property, plant and equipment are initially recorded at cost. Where an asset is acquired for nil or nominal consideration, the asset is recognized initially at fair value, where fair value can be reliably determined, and as revenue in the Statement of Financial Performance in the year in which the asset is acquired.

Depreciation is expensed on a straight-line basis at rates stipulated below to allocate the cost or valuation of an item of property, plant and equipment (other than land); less any estimated residual value, over its estimated useful life. Leasehold improvements are depreciated either over the unexpired period of the lease or the estimated useful lives of the improvements, whichever is shorter.

| <b>Asset Type</b>                                | <b>Estimated Useful life</b>                                             |
|--------------------------------------------------|--------------------------------------------------------------------------|
| Buildings and structures                         | 10 – 60 years                                                            |
| Building fit-out (when accounted for separately) | 5 – 25 years                                                             |
| Leasehold Improvement                            | Over the unexpired period of lease or the useful life of the improvement |
| Computer Equipment                               | 3 – 10 years                                                             |
| Developed software                               | 4 – 10 years                                                             |
| Office equipment and furniture                   | 3 – 25 years                                                             |
| Motor vehicles                                   | 3 – 20 years                                                             |
| Telecommunications                               | 5 – 50 years                                                             |
| Other equipment                                  | 5 – 20 years                                                             |

## Disposals

Gains and losses on disposals of property, plant and equipment are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals during the year are included in the Statement of Financial Performance.

### i) Employee Benefits

Employee entitlements to salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognised in the Statement of Financial Performance when they are earned by employees. Employee entitlements to be settled within one year following the year-end are reported as current liabilities at the amount expected to be paid.

Pension contributions for employees of the Ministry are paid to the Public Service Pension Fund and administered by the Public Service Pension Board (the "Board"). Contributions of 12% - employer 6% and employee 6% are made to the Fund by the Ministry.

Prior to 1 January 2000, the Board operated a defined benefit scheme. With effect from 1 January 2000, the Board continued to operate a defined benefit scheme for existing employees and a defined contribution scheme for all new employees. Obligations for contribution to defined contribution retirement plans are recognised in the Statement of Financial Performance as they are earned by employees. Obligations for defined benefit retirement plans are centralized in the Government and therefore, reported in the Consolidated Financial Statements for the Entire Public Sector of the Cayman Islands Government.

## STATEMENT OF ACCOUNTING POLICIES

### j) Financial Instruments

The Ministry is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short term deposits, trade and accounts receivables and trade and accounts payable, all of which are recognised in the Statement of Financial Position.

#### Classification

A financial asset is classified as any asset that is cash, a contractual right to receive cash or another financial asset, exchange financial instruments under conditions that are potentially favourable. Financial assets comprise of cash and cash equivalents and receivables.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable. Financial instruments comprise of accounts payable and accrued expenses.

#### Recognition

The Ministry recognises financial assets and financial liabilities on the date it becomes party to the contractual provisions of the instrument. From this date, any gains and losses arising from changes in fair value of the assets and liabilities are recognised in the Statements of Financial Performance.

#### Measurement

Financial instruments are measured initially at cost which is the fair value of the consideration given or received. Subsequent to initial recognition all financial assets are recorded at historical cost, which is considered to approximate fair value due to the short-term or immediate nature of these instruments.

Financial liabilities are subsequently measured at amortised cost, being the amount at which the liability was initially recognised less any payment plus any accrued interest of the difference between that initial amount and the maturity amount.

#### De-recognition

A financial asset is de-recognised when the Ministry realises the rights to the benefits specified in the contract or loses control over any right that comprise that asset. A financial liability is derecognised when it is extinguished, that is when the obligation is discharged, cancelled, or expired.

#### k) Contingent Liabilities and Assets (including guarantees)

Contingent liabilities and assets are reported at the point the contingency becomes evident. Contingent liabilities are disclosed when there is a possible obligation or present obligations that may, but probably will not, require an outflow of resources. Contingent assets are disclosed if it is probable that the benefits will be realised.

#### l) Foreign Currency

Foreign currency transactions are recorded in Cayman Islands dollars using the exchange rate in effect at the date of the transaction. Foreign currency gains or losses resulting from settlement of such transactions are recognised in the Statement of Financial Performance.

At the end of the reporting period the following exchange rates are to be used to translate foreign currency balances:

- Foreign currency monetary items are to be reported in Cayman Islands dollars using the closing rate at year end date;
- Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported in Cayman Islands dollars using the exchange rate at the date of the transaction; and
- Non-monetary items that are carried at fair value denominated in a foreign currency are reported using the exchange rates that existed when the fair values were determined.

#### m) Comparative Figures

The presentation of the prior year financial statements has been changed to include a comparison

of actual amounts with amounts in the original and final budget. Comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so.

n) Revenue from Non-Exchange Transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include but are not limited to accommodation in the central government building, computer repairs and software maintenance by the Computer Services department and human resources management by the Portfolio of the Civil Service. The Ministry has designated these non-exchange transactions as Services in-Kind as defined under IPSAS 23 – Revenue from non-exchange Transactions. When fair values of such services can be reliably estimated then the non-exchange transaction is recorded as an expense and an equal amount is recorded in other income as a service in-kind. Where services in-kind offered are directly related to construction or acquisition of a fixed asset, such service in-kind is recognised in the cost of the fixed asset.



MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

NOTES TO THE FORECAST FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2014

**Note 1: Cash and cash equivalents**

| Description                                                   | Foreign Currency | Exchange Rate | Budget 2013/14 | Est. Actual 2012/13 | Actual 2011/12 |
|---------------------------------------------------------------|------------------|---------------|----------------|---------------------|----------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 1                | 1.0000        | 1              | 51                  | 35             |
| Cash in transit (IRIS Remittance Account)                     | 0                | 1.0000        | 0              | 15                  | 16             |
| CI\$ Operational Current Account held at Royal Bank of Canada | 5,875            | 1.0000        | 5,875          | 18,293              | 13,599         |
| US\$ Operational Current Account held at Royal Bank of Canada | 384              | 0.8375        | 322            | 322                 | 152            |
| Payroll Current Account held at Royal Bank of Canada          | 2                | 1.0000        | 2              | 2                   | 38             |
| Bank Accounts held at other financial institutions            | 148              | 1.0000        | 148            |                     |                |
| Fixed Deposits held with Treasury (less than 90 days)         | 0                | 1.0000        | 0              |                     |                |
| <b>TOTAL</b>                                                  |                  |               | <b>6,348</b>   | <b>18,683</b>       | <b>13,840</b>  |

**Note 2: Trade and other receivables**

| Trade Receivables                         | Budget 2013/14 | Est. Actual 2012/13 | Actual 2011/12 |
|-------------------------------------------|----------------|---------------------|----------------|
| Sale of goods and services                | 0              | 4,245               | 765            |
| Outputs to Cabinet                        | 806            | 29,257              | 13,009         |
| Outputs to other government agencies      |                | 57                  |                |
| <b>Less: provision for doubtful debts</b> | 0              | 0                   | 0              |
| <b>Total trade receivables</b>            | <b>806</b>     | <b>33,559</b>       | <b>13,773</b>  |

| Other Receivables                         | Budget 2013/14 | Est. Actual 2012/13 | Actual 2011/12 |
|-------------------------------------------|----------------|---------------------|----------------|
| Advances (salary, Official Travel, etc)   |                | 14                  | 13             |
| Dishonoured cheques                       |                | 1                   | 1              |
| Other receivable                          |                | 7                   | 44             |
| <b>Less: provision for doubtful debts</b> | 0              | 0                   | 0              |
| <b>Total other receivables</b>            | <b>0</b>       | <b>22</b>           | <b>58</b>      |

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT  
 NOTES TO THE FORECAST FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2014

|                           | Trade<br>Receivables | Other<br>Receivables | Budget<br>2013/14 | Est. Actual<br>2012/13 | Actual<br>2011/12 |
|---------------------------|----------------------|----------------------|-------------------|------------------------|-------------------|
| <b>Current</b>            |                      |                      |                   |                        |                   |
| Past due 1-30 days        | 806                  | 0                    | 806               | 12,077                 | 3,908             |
| Past due 31-60 days       |                      |                      | 0                 | 2,302                  | 1,884             |
| Past due 61-90 days       |                      |                      | 0                 | 1,930                  | 2,202             |
| Past due 90 and above     |                      |                      | 0                 | 14,580                 | 5,779             |
| <b>Non-Current</b>        |                      |                      |                   |                        |                   |
| Past due 1 year and above |                      |                      | 0                 | 2,670                  |                   |
| <b>Total</b>              | <b>806</b>           | <b>0</b>             | <b>806</b>        | <b>33,559</b>          | <b>13,773</b>     |

**Note 3: Prepayments**

| Description         | Current  | Non-<br>Current | Budget<br>2013/14 | Est.<br>Actual<br>2012/13 | Actual<br>2011/12 |
|---------------------|----------|-----------------|-------------------|---------------------------|-------------------|
| Accrued Prepayments |          |                 | 0                 | 78                        | 70                |
| Prepaid Insurance   |          |                 | 0                 |                           |                   |
| Other               |          |                 | 0                 |                           |                   |
| <b>Total</b>        | <b>0</b> | <b>0</b>        | <b>0</b>          | <b>78</b>                 | <b>70</b>         |

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT  
NOTES TO THE FORECAST FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2014

**Note 4: Property, plant & equipment**

**Cost of Property, plant & equipment**

|                                   | <i>Plant and equipt.</i> | <i>Bldgs.</i> | <i>Furn. and Fittings</i> | <i>Comp. equipt.</i> | <i>Infra. &amp; Other assets</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Work in progress</i> | <i>Total</i> |
|-----------------------------------|--------------------------|---------------|---------------------------|----------------------|----------------------------------|-----------------------|-----------------------|-------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  |                          | 1,521         | 420                       | 340                  |                                  | 16                    |                       | 53                      | 2,351        |
| Additions                         |                          | 0             | 15                        | 24                   |                                  |                       |                       | 14                      | 54           |
| Disposals                         |                          | (1,486)       | (376)                     | (34)                 |                                  |                       |                       | 0                       | (1,896)      |
| Transfers                         | 373                      | 664           | 193                       | 138                  | 60                               | 623                   | 878                   | 31                      | 2,960        |
| <b>Balance as at 30 June 2013</b> | 373                      | 699           | 253                       | 468                  | 60                               | 639                   | 878                   | 98                      | 3,469        |

|                                   | <i>Plant and equipt.</i> | <i>Bldgs.</i> | <i>Furn. and Fittings</i> | <i>Comp. equipt.</i> | <i>Infra. &amp; Other assets</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Work in progress</i> | <i>Total</i> |
|-----------------------------------|--------------------------|---------------|---------------------------|----------------------|----------------------------------|-----------------------|-----------------------|-------------------------|--------------|
| <b>Balance as at 30 June 2013</b> | 373                      | 699           | 253                       | 468                  | 60                               | 639                   | 878                   | 98                      | 3,469        |
| Additions                         | 40                       |               | 3                         | 186                  | 14                               | 169                   | 20                    |                         | 432          |
| Transfers                         |                          |               |                           |                      |                                  |                       |                       | (98)                    | (98)         |
| <b>Balance as at 30 June 2014</b> | 413                      | 699           | 256                       | 654                  | 74                               | 808                   | 898                   | 0                       | 3,803        |

**Accumulated Depreciation and impairment losses**

|                                   | <i>Plant and equipt.</i> | <i>Bldgs.</i> | <i>Furn. and Fittings</i> | <i>Comp. equipt.</i> | <i>Infra. &amp; Other assets</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Work in progress</i> | <i>Total</i> |
|-----------------------------------|--------------------------|---------------|---------------------------|----------------------|----------------------------------|-----------------------|-----------------------|-------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  |                          | 454           | 247                       | 426                  |                                  | 16                    |                       |                         | 1,144        |
| Transfers                         | 327                      | 52            | 105                       | (38)                 | 42                               | 506                   | 490                   |                         | 1,484        |
| Depreciation Expense 2012/13      |                          | 70            | 35                        | 29                   |                                  |                       |                       |                         | 134          |
| Eliminate on Disposal 2012/13     |                          | (512)         | (245)                     | 14                   |                                  |                       |                       |                         | (743)        |
| <b>Balance as at 30 June 2013</b> | 327                      | 64            | 143                       | 430                  | 42                               | 522                   | 490                   | 0                       | 2,018        |

|                                           | <i>Plant<br/>and<br/>equipt.</i> | <i>Bldgs.</i> | <i>Furn.<br/>and<br/>Fittings</i> | <i>Comp.<br/>equipt.</i> | <i>Infra.<br/>&amp;<br/>Other<br/>assets</i> | <i>Motor<br/>Vehicles</i> | <i>Marine<br/>Vessels</i> | <i>Work in<br/>progress</i> | <i>Total</i> |
|-------------------------------------------|----------------------------------|---------------|-----------------------------------|--------------------------|----------------------------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| <b>Balance as<br/>at 30 June<br/>2013</b> | 327                              | 64            | 143                               | 430                      | 42                                           | 522                       | 490                       | 0                           | 2,018        |
| Transfers                                 |                                  | 2             | (2)                               | (2)                      | 2                                            |                           |                           |                             | 0            |
| Depreciation<br>Expense<br>2013/14        | 20                               | 18            | 14                                | 52                       | 5                                            | 54                        | 74                        |                             | 237          |
| <b>Balance as<br/>at 30 June<br/>2014</b> | 348                              | 84            | 155                               | 481                      | 48                                           | 576                       | 564                       | 0                           | 2,255        |

|                                            |    |     |     |    |    |     |     |    |       |
|--------------------------------------------|----|-----|-----|----|----|-----|-----|----|-------|
| <b>Net Book<br/>value 30<br/>June 2013</b> | 45 | 635 | 110 | 37 | 20 | 117 | 388 | 98 | 1,451 |
|--------------------------------------------|----|-----|-----|----|----|-----|-----|----|-------|

|                                            |    |     |     |     |    |     |     |   |       |
|--------------------------------------------|----|-----|-----|-----|----|-----|-----|---|-------|
| <b>Net Book<br/>value 30<br/>June 2014</b> | 65 | 615 | 101 | 172 | 26 | 232 | 334 | 0 | 1,547 |
|--------------------------------------------|----|-----|-----|-----|----|-----|-----|---|-------|

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT  
 NOTES TO THE FORECAST FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2014

**Note 5: Trade payables, other payables & Accruals**

|                                                         | Current    | Non-Current | Budget 2013/14 | Est. Actual 2012/13 | Actual 2011/12 |
|---------------------------------------------------------|------------|-------------|----------------|---------------------|----------------|
| Creditors                                               | 231        |             | 231            | 12                  | 94             |
| Creditors Ministries/Portfolios                         |            |             | 0              | 22                  |                |
| Creditors other government agencies                     |            |             | 0              | 21                  |                |
| Payroll Deductions                                      |            |             | 0              | 152                 | 72             |
| Accrued Expenses                                        |            |             | 0              | 243                 | 329            |
| Accrued Expenses Ministries/Portfolios                  |            |             | 0              | 135                 |                |
| Accrued Expenses other government agencies              | 55         |             | 55             | 51                  |                |
| Other payables                                          |            |             | 0              | 1                   | 1              |
| <b>Total trade payables other payables and accruals</b> | <b>286</b> | <b>0</b>    | <b>286</b>     | <b>637</b>          | <b>496</b>     |

**Note 6 : Unearned Revenue**

| Details                       | Current    | Non-Current | Budget 2013/14 | Est. Actual 2012/13 | Actual 2011/12 |
|-------------------------------|------------|-------------|----------------|---------------------|----------------|
| Rentals paid in advance       |            |             | 0              |                     |                |
| Immigration deposits          |            |             | 0              |                     |                |
| Customs deposits              |            |             | 0              |                     |                |
| Revenue deposits              |            |             | 0              |                     |                |
| Other unearned revenue        | 148        |             | 148            |                     |                |
| <b>Total unearned revenue</b> | <b>148</b> | <b>0</b>    | <b>148</b>     | <b>0</b>            | <b>0</b>       |

**Note 7: Employee entitlements**

|                                                              | Budget 2013/14 | Est. Actual 2012/13 | Actual 2011/12 |
|--------------------------------------------------------------|----------------|---------------------|----------------|
| Annual Leave                                                 | 19             | 19                  | 21             |
| Retirement and long service leave                            | 141            | 98                  | 76             |
| Other salary related entitlements                            |                |                     |                |
| <b>Total current portion</b>                                 | <b>160</b>     | <b>117</b>          | <b>97</b>      |
| <b>Non-current employee entitlements are represented by:</b> |                |                     |                |
| Retirement and long service leave                            |                |                     |                |
| <b>Total employee entitlements</b>                           | <b>160</b>     | <b>117</b>          | <b>97</b>      |

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT  
 NOTES TO THE FORECAST FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2014

**Note 8: Sales of Goods & Services**

| Revenue type                             | Budget<br>2013/14 | Est.<br>Actual<br>2012/13 | Actual<br>2011/12 |
|------------------------------------------|-------------------|---------------------------|-------------------|
| Outputs to Cabinet                       | 9,668             | 4,037                     | 5,543             |
| Outputs to other government agencies     |                   |                           |                   |
| Fees and charges                         | 1,322             | 27,072                    | 24,283            |
| General sales                            | 6                 | 177                       | 218               |
| Rentals                                  |                   |                           |                   |
| Other                                    | 0                 | 115                       | 111               |
|                                          |                   |                           |                   |
| <b>Total sales of goods and services</b> | <b>10,996</b>     | <b>31,402</b>             | <b>30,154</b>     |

***Fees and Charges***

|                                            |               |
|--------------------------------------------|---------------|
| Local Companies Administration Fees        | 6             |
| Other Company Fees - Exempt (Entity)       | 126           |
| Private Sector Computing Fees              | 835           |
| Special Econ. Zone - Trade Certificate Fee | 12            |
| Trade and Business Administration Fees     | 344           |
| <b>Fees &amp; Charges</b>                  | <b>1,322</b>  |
| <b>General Sales</b>                       |               |
| Refund Processing Fees                     | 6             |
| <b>Total General Sales</b>                 | <b>6</b>      |
| <b>Sales of Outputs to Cabinet</b>         |               |
| Sales of Outputs to Cabinet                | 9,668         |
| <b>Total Sales of Outputs to Cabinet</b>   | <b>9,668</b>  |
|                                            |               |
| <b>Total Goods and Services</b>            | <b>10,996</b> |

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT  
NOTES TO THE FORECAST FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2014

**Note 9: Personnel costs**

| Description                    | Budget<br>2013/14 | Est.<br>Actual<br>2012/13 | Actual<br>2011/12 |
|--------------------------------|-------------------|---------------------------|-------------------|
| Salaries, wages and allowances | 5,956             | 3,675                     | 3,915             |
| Health care                    | 1,125             | 674                       | 624               |
| Pension                        | 339               | 212                       | 222               |
| Leave                          | 0                 | 19                        | (3)               |
| Other personnel related costs  | 10                | 1                         | 0                 |
| <b>Total Personnel Costs</b>   | <b>7,430</b>      | <b>4,581</b>              | <b>4,759</b>      |

**Note 10: Supplies and consumables**

| Description                             | Budget<br>2013/14 | Est.<br>Actual<br>2012/13 | Actual<br>2011/12 |
|-----------------------------------------|-------------------|---------------------------|-------------------|
| Supplies and Materials                  | 195               | 89                        | 102               |
| Purchase of services                    | 1,864             | 1,548                     | 1,610             |
| Lease of Property and Equipment         | 112               | 448                       | 685               |
| Utilities                               | 71                | 72                        | 162               |
| General Insurance                       | 97                | 16                        | 19                |
| Interdepartmental expenses              | 55                | 63                        | 65                |
| Travel and Subsistence                  | 369               | 327                       | 354               |
| Recruitment and Training                | 61                | 12                        | 9                 |
| Other                                   | 1                 | 2                         | 238               |
| <b>Total Supplies &amp; consumables</b> | <b>2,825</b>      | <b>2,578</b>              | <b>3,244</b>      |

**Note 11: Gains / (losses)**

|                                                                | Budget<br>2013/14 | Est.<br>Actual<br>2012/13 | Actual<br>2011/12 |
|----------------------------------------------------------------|-------------------|---------------------------|-------------------|
| Net (gain) / loss on disposal of property, plant and equipment |                   | 1,127                     | 172               |
| Net (gain) / loss on foreign exchange Transactions             |                   | 3                         | (23)              |
| <b>Total gains/ (losses)</b>                                   | <b>0</b>          | <b>1,130</b>              | <b>150</b>        |

MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT  
 NOTES TO THE FORECAST FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED 30 JUNE 2014

**Note 12: Reconciliation of net cash flows from operating activities to surplus/(deficit)**

| Description                                                  | Budget<br>2013/14 | Est.<br>Actual<br>2012/13 | Actual<br>2011/12 |
|--------------------------------------------------------------|-------------------|---------------------------|-------------------|
| <b>Surplus/(deficit) from ordinary activities</b>            | 504               | 22,979                    | 21,810            |
| <b>Non-cash movements</b>                                    |                   |                           |                   |
| Depreciation expense                                         | 237               | 134                       | 193               |
| Impairment                                                   |                   |                           |                   |
| (Gain)/losses on sale of property plant and equipment        | 0                 | 1,127                     | 172               |
| <b>Changes in current assets and liabilities:</b>            |                   |                           |                   |
| (Increase)/decrease in receivables - Cabinet                 | 3,246             | (16,248)                  | (8,597)           |
| (Increase)/decrease in other current assets                  | 29,339            | (3,537)                   | (754)             |
| Increase/(decrease) in payables                              | (328)             | 388                       | 41                |
| Increase/(decrease) in provisions relating to employee costs |                   | 20                        | (3)               |
| <b>Net cash flows from operating activities</b>              | <b>32,999</b>     | <b>4,863</b>              | <b>12,862</b>     |



# ANNUAL BUDGET STATEMENT

## MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Honourable Moses I. Kirkconnell, JP**  
**Minister**

Ministry of District Administration, Tourism  
and Transport

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as of this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Mr. Stran Bodden, JP**  
**Chief Officer**

Ministry of District Administration, Tourism  
and Transport

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

---

### General Nature of Activities

The Ministry of District Administration, Tourism, and Transport funds, develops, and monitors the implementation of policy, legislation and services in the areas of Sister Islands' administration, strategic planning and management of the Cayman Islands tourism industry, consultation & secretarial services for boards, and oversight of government corporations, statutory authorities, non-government organizations, boards & committees.

The departments and units within its remit include: District Administration, Department of Tourism, National Weather Service, and Public Transport Unit.

The authorities, boards and committees within its remit include: Port Authority, Airports Authority, Cayman Turtle Farm, Cayman Airways, Hotel Licensing Board, Miss Cayman Committee, Public Transport Board, Tourism Advisory Council, Tourism Attractions Board, Tourism Apprenticeship Training Programme Council, National Festival Committees & District Committees, and Sister Islands Affordable Housing Development Corporation.

### Department of Tourism

Department of Tourism is a public sector agency charged with short and medium term responsibility for strategic planning and general destination management for the Cayman Islands tourism industry. It requires business management in the public sector environment and involves a close working relationship with a wide range of stakeholders. To be successful, the Department must maintain a global perspective and a parallel local sensitivity in order to meet its broadest objectives as outlined in the National Tourism Management Policy. The nature of the activities executed by the Department range from research and policy advice to international marketing and sales, from industry training programmes to the development of environmentally responsible management of the tourism industry. At all times, the Department seeks to advance the heritage, culture and values of the Cayman Islands and promote the advancement of sustainable tourism policies for the benefit of future generations.

## SCOPE OF ACTIVITIES

The scope of activities for the Ministry of District Administration, Tourism, and Transport is as follows:

### **Sister Islands'**

#### **Administration**

- Passports and Other Travel Documents
- Registration of Births, Deaths and Marriages
- Official Visits and Ceremonial Events
- Hurricane and Other Disaster Preparedness Response Service
- Sister Islands' Tourism and Business Development
- Public Information
- Construction and Maintenance of Public Facilities
- Vehicle Inspection and Various Licensing Services
- Historic Preservation and Exhibitions
- Child Care and Pre-School Services
- Customs and Immigration Services and Controls
- Sister Islands Sports

#### **Strategic Planning and Management of the Cayman Islands Tourism Industry**

- Technical Advice, Research and policy Input
- Implementation of the National Tourism Management policy
- Tourism Public relations Services
- Product Development & Regulatory Activities
- Tourism Accommodations Inspections and Licensing Services
- Cruise Tourism Management
- Marketing and Public Relations
- Tourism Industry Human Capital Development

#### **Consultation & Secretarial Services for Boards**

- Port Authority
- Airports Authority
- Cayman Turtle Farm
- Cayman Airways
- Hotel Licensing Board
- Public Transport Board
- Tourism Advisory Council
- Tourism Attractions Board
- Tourism Apprenticeship Training Programme Council
- National Festival Committees & District Committees
- Sister Islands Affordable Housing Development Corporation

#### **Oversight of Government Corporations, Statutory Authorities, Non-government Organizations, Boards & Committees**

- Tourism Attractions Board
- Cayman Airways
- Caymanian Land and Sea Cooperative
- Cayman Carnival Committee

- Cayman Islands International Fishing Tournament
- Sister Islands Affordable Housing Development Corporation

### **Department of Tourism**

- Strategic planning for the Tourism Industry
  - Technical Advice, Research and Policy Input
  - Implementation of the portions of the National Tourism Management Policy that relate to the department
  - Support for Tourism Boards & Committees
  - Tourism Public Relations Services
  - Crisis and Emergency Communications
  - Product Development & Regulatory Activities
    - o Tourist Accommodation Inspections and Licensing Services
    - o Pilot Environmental Program for the Tourism Sector
    - o Tourism Physical Product Enhancement Projects
    - o Tourism Services Enhancement Projects
  - Collection and Audit of Tourism Revenue
- 
- Marketing and Public Relations (International & National)
    - o Collection, Preparation and Publication of Statistical Information
    - o Marketing Planning and Implementation
    - o Direct and social media Marketing
    - o Promotional Activities
    - o Advertising Activities
    - o Websites Management
    - o Events Marketing and Co-Branding
    - o Relationship Management with Strategic Partners
    - o COOP Marketing and Affinity Marketing
- 
- Development of Human Capital for the Tourism Industry
    - o Tourism Education
    - o Tourism Apprenticeship Training
    - o Tourism Industry Customer Service Training
    - o Tourism Community Awareness

### **CUSTOMERS AND LOCATION OF ACTIVITIES**

Activities take place on the three islands of Grand Cayman, Cayman Brac and Little Cayman as well as USA, Canada, UK.

Activities are provided to the Financial Secretary, Cabinet, Members of the Legislative Assembly, ministries, portfolios, statutory authorities, government-owned companies and the general public within the Cayman Islands and internationally.

## STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the *Ministry of District Administration, Tourism and Transport in 2013/14* and the subsequent two years are as follows:

- Continue work with the Ministry's departments and agencies to provide a cohesive, co-coordinated body of policies relating to the various Ministry subject areas, with the goal of providing the necessary legislative and policy framework to help the Cayman Islands plan and grow.
- Plan for the development and enhancement of Grand Cayman's Seaport and the Cayman Islands three Airports;
- Provide high quality products and services in the Tourism Sector for the visitor;
- Develop a highly skilled Caymanian workforce in the Tourism Industry
- Develop and implement financial reporting and monitoring systems to assist the organization in providing greater value for money with a cost containment focus;
- Develop training programs and succession plans for the advancement of Caymanians within the Ministry;
- Ensure staff complement, training and equipment are in accordance with industry standards;
- Encourage a performance based organization that appreciates and rewards exceptional work;

### **Department of Tourism**

1. Organize tourism in the Cayman Islands more effectively.
2. Research, monitor and report on the tourism economy more effectively.
3. Increase awareness of and positive attitudes towards tourism in the community.
4. Brand Management- Management & Enhance the Image of the Cayman Island Tourism Brand.
5. Ensure the high quality of experience for the visitor.
6. Highlight and make a distinctive Caymanian experience accessible.
7. Create the frame for a sustainable approach to tourism development.
8. Attracting a more discerning and higher spending visitor
9. Assist in the development of a higher percentage of Caymanians in the tourism workforce
10. Collaborate with the Department of Environment to protect and enhance the marine and terrestrial environment



## 2. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of District Administration, Tourism and Transport for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                    | 2013/14<br>Budget<br>\$ | 2012/13<br>Est. Actual<br>\$ |
|----------------------------------------------------------------------------------|-------------------------|------------------------------|
| Revenue from Cabinet                                                             | 29,982,0000             | 34,436,000                   |
| Revenue from ministries, portfolios, statutory authorities, government companies |                         |                              |
| Revenue from others                                                              | 335,450                 | 213,000                      |
| Surplus/deficit from outputs                                                     | 0                       | 0                            |
| Ownership expenses                                                               | 0                       | 0                            |
| <b>Operating Surplus/Deficit</b>                                                 | 0                       | 0                            |
|                                                                                  |                         |                              |
| Net Worth                                                                        | 13,914,117              | 22,480,000                   |
|                                                                                  |                         |                              |
| Cash flows from operating activities                                             | (184,479)               | 5,858,000                    |
| Cash flows from investing activities                                             | (100,000)               | 0                            |
| Cash flows from financing activities                                             | 100,000                 | 0                            |
| Change in cash balances                                                          | (184,479)               | 5,858,000                    |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Est. Actual<br>% |
|-------------------------------------------------------|------------------------|-----------------------------|
| Current Assets: Current Liabilities (Working Capital) | 12%%                   | 16%                         |
| Total Assets: Total Liabilities                       | 11%                    | 12%%                        |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                          |  | 2013/14<br>Budget | 2012/13<br>Est. Actual |
|-----------------------------------------------------------------|--|-------------------|------------------------|
| Total full time equivalent staff employed                       |  | 220               | 269                    |
| Staff turnover (%)                                              |  |                   |                        |
| Managers                                                        |  | 15%               | 12%                    |
| Professional and technical staff                                |  | 20%               | 15%                    |
| Clerical and labourer staff                                     |  | 10%               | 10%                    |
| Average length of service (number of years in current position) |  |                   |                        |
| Managers                                                        |  | 8 years           | 11 years               |
| Professional and technical staff                                |  | 7 years           | 8 years                |
| Clerical and labourer staff                                     |  | 15 years          | 10 years               |
| Changes to personnel management system:                         |  |                   |                        |

| Physical Capital Measures                          |  | 2013/14<br>Budget | 2012/13<br>Est. Actual |
|----------------------------------------------------|--|-------------------|------------------------|
| Value of total assets                              |  | 15,607,224        | 24,297,000             |
| Asset replacements: total assets                   |  | 1%                | N/A                    |
| Book value of assets: initial cost of those assets |  | 25%               | 27%                    |
| Depreciation: cash flow on asset purchases         |  | 201%              | N/A                    |
| Changes to asset management policies               |  | None              | 0                      |

| MAJOR NEW ENTITY CAPITAL EXPENDITURE<br>FOR THE YEAR | 2013/14<br>BUDGET<br>\$ 000's | 2012/13<br>Actual<br>\$ 000's |
|------------------------------------------------------|-------------------------------|-------------------------------|
|                                                      |                               |                               |
|                                                      |                               |                               |
|                                                      |                               |                               |
|                                                      |                               |                               |
|                                                      |                               |                               |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the Portfolio                                                     | Change in status from 2012/13 | Actions to manage risk                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Financial value of risk |
|--------------------------------------------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Loss and/or absence of critical staff                                                | Ongoing                       | <input type="checkbox"/> Provide on the job training and cross-training<br><input type="checkbox"/> Formulation of a succession plan for key staff<br><input type="checkbox"/> Use acting appointments to ensure staff are exposed to different roles<br><input type="checkbox"/> Develop an organizational structure and environment which provides challenges, promotes advancement and recognize achievements<br><input type="checkbox"/> Support staff in times of sickness |                         |
| Aged computers and obsolete office equipment                                         | Ongoing                       | <input type="checkbox"/> Maintain and upgrade on a regular basis; and<br><input type="checkbox"/> Replace where feasible                                                                                                                                                                                                                                                                                                                                                        |                         |
| Destruction, damage or loss of assets                                                | Ongoing                       | Safeguard assets in accordance with the Ministry's Continuity Plan                                                                                                                                                                                                                                                                                                                                                                                                              |                         |
| Data and information security                                                        | Ongoing                       | <input type="checkbox"/> Ensure data on servers are backed up daily;<br><input type="checkbox"/> Ensure filing cabinets are secured; and<br><input type="checkbox"/> Ensure staff sign confidentiality agreements and adhere                                                                                                                                                                                                                                                    |                         |
| Non-renewal of contracts of key                                                      | Ongoing                       | Coordinate with Ministry and Portfolio of Civil Services                                                                                                                                                                                                                                                                                                                                                                                                                        | Undetermined            |
| Rigid implementation of vacation leaves which could affect the timeliness of outputs | Ongoing                       | Request for exemption from vacation leave rules such that it takes into account the work production cycle                                                                                                                                                                                                                                                                                                                                                                       | Undetermined            |
| Inadequate warehouse storage space in cases of natural disaster.                     | Unchanged                     | Review and reconfigure existing space or seek alternative storage accommodation at Depot                                                                                                                                                                                                                                                                                                                                                                                        | 300,000                 |

| Key risks faced by the Portfolio                         | Change in status from 2012/13 | Actions to manage risk                                                                                                                                                                                                     | Financial value of risk                                                   |
|----------------------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Loss of workplace                                        | None                          | Identify alternative workplace facility and equipment for key employees                                                                                                                                                    |                                                                           |
| Failure of computers and office equipment including IRIS | Risk is ongoing               | <ul style="list-style-type: none"> <li>Replaced obsolete/ageing computers and equipment as soon as they have been evaluated and condemned.</li> <li>Financial transactions prepared and recorded in GL manually</li> </ul> | Unable to deliver audits on time therefore shortfall in revenue earnings. |

### 3. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                                                                                   | 2013/14<br>Budget<br>\$ | 2012/13<br>Est. Actual<br>\$ |
|-------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------|
| Equity Investment from Cabinet into the <i>Ministry of District Administration, Tourism and Transport</i>         | 100,000                 | 0                            |
| Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of District Administration, Tourism and Transport</i> | 0                       | 0                            |

## **PART B**

# **OUTPUT PERFORMANCE**

#### 4. OUTUTS TO BE DELIVERED

| MDT 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Policy Advice | \$904,389                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description</b><br>Provision of policy advice to the Minister and Cabinet on matters impacting the Department of Tourism, Public Transport Board, Cayman Airways, Port Authority, Cayman Turtle Farm, Tourism Attractions Board, Cayman Islands Airports Authority, Cayman Islands Tourism Association and Sister Islands Tourism Association, Sister Islands Affordable Housing Development Corporation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |               |                                                                                                                                                 |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of policy advice papers</li> <li>Number of Government motions and tabling of reports to the Legislative Assembly</li> <li>Number of minister's briefing notes</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>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</li> <li>Legislation will be accurate and reflect the desires of Government</li> <li>Reports and Financial Statements will be accurate and audited as required</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>All papers and notes will be submitted by the designated deadline established by Cabinet</li> <li>Legislation Motions and reports to the Legislative Assembly will be submitted in accordance with Ministers directives</li> </ul> <b>Location</b><br>Grand Cayman |               | <b>2013/14 Budget</b><br><br>10-35<br>4-12<br>20-40<br><br>100%<br><br>100%<br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$904,389</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |               | <b>2012/13 Actual</b><br><br>42<br>14<br>53<br><br>100%<br><br>100%<br>100%<br><br>100%<br><br>100%<br><br>100%<br><br>100%                     |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |               |                                                                                                                                                 |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                               |                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>MDT 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Ministerial Servicing</b>                                                                  | <b>\$603,795</b>                                                                     |
| <b>Description</b><br>Provision of administrative support services to the Minister; <ul style="list-style-type: none"> <li>• Speeches and statements</li> <li>• Replies to written enquires</li> <li>• Response to parliamentary questions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                               |                                                                                      |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of speeches and statements prepared for the Minister</li> <li>• Number of replies to written enquires</li> <li>• Number of responses to parliamentary questions</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Speeches and statements will clearly set out stated policies and will be appropriate for the target audience, subject to peer review and signed of</li> <li>• Written replies will be factual and well researched</li> <li>• Responses to parliamentary questions will be approved by the Minister and prepared with due professional care and will be subject to a formal peer review process</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Speeches and statements will be finalised and approved a minimum of one day before the event</li> <li>• Written replies issued within one week of receipt</li> <li>• Responses to parliamentary questions will be submitted one day in advance of the item appearing on the order paper of the Legislative Assembly</li> </ul> <b>Location</b><br>Grand Cayman | <b>2013/14 Budget</b>                                                                         | <b>2012/13 Actual</b>                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 5-10<br>100-150<br>1-5<br><br>100%<br><br>100%<br>100%<br><br>100%<br>100%<br>95%<br><br>100% | 5<br>188<br>0<br><br>100%<br><br>100%<br>100%<br><br>100%<br>100%<br>95%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$603,795</b>                                                                              | <b>\$519,845</b>                                                                     |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                               |                                                                                      |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------|
| <b>MDT 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Consultative and Secretarial Services for Boards</b> | <b>\$365,746</b>      |
| <b>Description</b><br>Provision of consultative and secretarial services to the Statutory Authorities, Boards, Committees and Crown Corporations which fall under the Ministry and particularly: <ul style="list-style-type: none"> <li>• Cayman Airways Ltd</li> <li>• Tourism Attractions Board</li> <li>• Cayman Islands Airports Authority</li> <li>• Port Authority</li> <li>• Turtle Farm</li> <li>• Public Transport Board</li> <li>• Sister Islands Affordable Housing Development Corporation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                         |                       |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of Agenda/minutes prepared: <ul style="list-style-type: none"> <li>• Turtle Farm</li> <li>• Cayman Airways Ltd</li> <li>• Port Authority</li> <li>• Cayman Islands Airports Authority</li> <li>• Tourism Attractions Board</li> <li>• Public Transport Board</li> <li>• Sister Islands Affordable Housing Development Corporation</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>• Agenda and minutes accurately reflect Board decisions, vetted and amended as necessary by respective board</li> <li>• Advice is technically accurate</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Attendance - when required</li> <li>• Agendas - within two to three working days before scheduled meeting</li> <li>• Minutes - circulated within ten working days after meeting</li> </ul><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                   | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                         |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 6-12                                                    | 12                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 6-12                                                    | 12                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 7-12                                                    | 12                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 6-12                                                    | 12                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 6-12                                                    | 11                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 6-12                                                    | 12                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1-4                                                     | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 90-100%                                                 | 90-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 90%                                                     | 90%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 90%                                                     | 90%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$365,746</b>                                        | <b>\$373,041</b>      |
| <b>Related Broad Outcomes:</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                         |                       |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <b>MDT 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Oversight of Government Corporations, Statutory Authorities, Non- Government Organizations, Boards and Committees' Performance</b> | <b>\$11,343</b>                                                                         |
| <b>Description</b><br>Preparation and Review of Performance Agreements with the following : <ul style="list-style-type: none"> <li>• Tourism Attractions Board</li> <li>• Cayman Airways</li> <li>• Caymanian Land and Sea Cooperative</li> <li>• Cayman Carnival Committee</li> <li>• Cayman Islands International Fishing Tournament</li> <li>• Sister Islands Affordable Housing Development Corporation</li> <li>• Gardening Club</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                       |                                                                                         |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of performance agreements</li> <li>• Number output payments processed in accordance with purchase agreements</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Performance agreements will be clear, unambiguous and expressly set out what is required by the Minister during the agreement</li> <li>• Payments will be made each quarter (or other agreed frequency) after output performance reports are received from each organization</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Performance agreements will be finalised within the deadline</li> <li>• Payments will be issued within two weeks of receiving quarterly financial statements</li> </ul> <b>Location</b><br>Grand Cayman and Cayman Brac |                                                                                                                                       | <b>2013/14 Budget</b><br>7<br>25-50<br><br>100%<br>100%<br><br>100%<br>100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                       | <b>2012/13 Actual</b><br>6<br>20<br><br>100%<br>100%<br><br>100%<br>100%<br><br>100%    |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                       | <b>\$11,343</b>                                                                         |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                       |                                                                                         |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                     |                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PTO 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Public Transportation Regulatory and Administrative Services</b> | <b>\$208,146</b>                                                                                                                                                                                    |
| <b>Description</b><br>Manages or regulates access to public transportation system through issuance of permits to taxis, tours, buses, water sports, vehicles, school buses and churches prior to operations. This involves:- <ul style="list-style-type: none"> <li>• Vetting applications</li> <li>• Investigating of operators</li> <li>• Attending Public Transport Board meetings</li> <li>• Issuing permits</li> <li>• Preparing identification cards</li> <li>• Data collection and preparation of statistical reports</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                     |                                                                                                                                                                                                     |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of reports prepared</li> <li>• Number of applications processed</li> <li>• Number of board meetings attended</li> <li>• Number of agendas prepared for board meetings</li> <li>• Number of permits and identification cards issued</li> <li>• Number of letters written</li> <li>• Number of required Public Transport Appeals Tribunal meetings</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Reporting will be in accordance with established law and regulations</li> <li>• Applications process in accordance with established laws and regulations</li> <li>• Meetings attended by Public Transportation Board members and Ministry District Administration, Tourism and Transport representative</li> <li>• Agendas reflect correct decision</li> <li>• Permits issued in accordance with decision by the Public Transport Board</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Reports will be prepared within ten working days of the following month</li> </ul> <b>Location</b><br>Cayman Islands |                                                                     | <b>2013/14 Budget</b><br><br>30-45<br>800-1,200<br>8-12<br>10-20<br>500-700<br>1,000-1,500<br>1-2<br><br>100%<br>100%<br>75-100%<br>100%<br>100%<br><br>90-100%<br><br>100%<br><br><b>\$208,146</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                     | <b>2012/13 Actual</b><br><br>42<br>1,392<br>8<br>19<br>566<br>1,120<br>0<br><br>100%<br>100%<br>75-100%<br>100%<br>100%<br><br>90-100%<br><br>100%<br><br><b>\$136,951</b>                          |
| <b>Related Broad Outcomes:</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                     |                                                                                                                                                                                                     |

*Note: The total cost of supplying this output is \$233,146. However, the revenue of \$25,000 from other third parties reduces the cost to Cabinet to \$208,146.*

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| <b>PTO 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Monitoring and Investigations</b>                                                                 | <b>\$137,737</b>                                                                         |
| <b>Description</b><br>Monitoring safety and security standards of all public transportation vehicles, Ensuring compliance with rules and appropriate laws and carrying out incident investigations. This involves <ul style="list-style-type: none"> <li>• Random vehicle inspections</li> <li>• Annual vehicle inspections</li> <li>• Complaints investigation</li> </ul>                                                                                                                                                                                                                                                                           |                                                                                                      |                                                                                          |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of random inspections carried out</li> <li>• Number of annual inspections carried out</li> <li>• Number of complaints investigated</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Inspections carried out in accordance with established laws</li> <li>• Investigations carried out in accordance with the Traffic Law and Public Transport Vehicle Regulations</li> </ul> <b>Timeliness</b><br>Complaint investigations will be conducted within two working days of receipt<br><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                                                                | <b>2012/13 Actual</b>                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 350-500<br>400-500<br>350-500<br><br>100%<br>100%<br><br>75-100%<br><br>100%<br><br><b>\$137,737</b> | 475<br>537<br>422<br><br>100%<br>100%<br><br>75-100%<br><br>100%<br><br><b>\$250,352</b> |
| <b>Related Broad Outcomes:</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                      |                                                                                          |

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| <b>PTO 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Manage the Operation of Omni Bus Depot</b>                                                             | <b>\$85,891</b>                                                                                      |
| <b>Description</b><br>Managing the dispatch of Omni Bus operators from the George Town bus depot.                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                           |                                                                                                      |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Average number of Omni buses ranked and dispatched per month</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Omni bus dispatched in accordance with established rules and guidelines</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Omni buses will be dispatched every 15 -30 minutes</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14 Budget</b><br><br>4,500-6,000<br><br>70-100%<br><br>60-100%<br><br>100%<br><br><b>\$85,891</b> | <b>2012/13 Actual</b><br><br>4,804<br><br>70-100%<br><br>60-100%<br><br>100%<br><br><b>\$116,704</b> |
| <b>Related Broad Outcome:</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                           |                                                                                                      |

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| <b>DAD 16</b>                                                                                                                                                                                                                                                  | <b>Policy Advice on Cayman Brac and Little Cayman Matters</b> | <b>\$97,525</b>           |
| <b>Description</b><br>Provision of information and policy advice to Cabinet, Legislative Assembly, Portfolios and other Departments on matters relating to the Sister Islands.                                                                                 |                                                               |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                                     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of parliamentary questions/ministry papers answered/prepared</li> <li>Number of meetings held/attended</li> </ul>                                                                                | 3-6<br><br>40-50                                              | 3-6<br><br>40-50          |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Questions answered by qualified and experienced personnel</li> <li>Meetings held and attended by senior personnel</li> </ul>                                                                             | 100%<br>100%                                                  | 100%<br>100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Parliamentary questions answered within agreed-upon timeline</li> <li>Meetings held and attended as required</li> </ul>                                                                               | 100%<br>100%                                                  | 100%<br>100%              |
| <b>Location</b><br>Cayman Brac and Little Cayman                                                                                                                                                                                                               | 100%                                                          | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                    | <b>\$97,525</b>                                               | <b>\$67,638</b>           |
| <b>Related Broad Outcomes:</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> </ol> |                                                               |                           |

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| <b>DAD 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Passports and Other Travel Documents</b>                                                                                                                | <b>\$85,981</b>                                                                                                                                            |
| <b>Description</b><br>Provision of Passports; United States (U.S.) Visa Waivers, Naturalization and Emergency Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                            |                                                                                                                                                            |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of U.S. Visa Waivers processed</li> <li>Number of applications for U.S. Visas processed</li> <li>Number of applications for new passports and renewals processed</li> <li>Number of applications for Naturalization processed</li> </ul> <b>Quality</b><br>Full compliance with established departmental procedures<br><b>Timeliness</b><br>Processing times: <ul style="list-style-type: none"> <li>Within two days for waivers</li> <li>4-6 Weeks for U.S. Visas</li> <li>Two weeks for Passports and renewal</li> <li>Other documents within one day</li> </ul><br><b>Location</b><br>Cayman Brac and Little Cayman<br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>400-450<br>1-2<br>100-150<br><br>15-20<br><br><br>100%<br><br><br>100%<br>100%<br>100%<br>100%<br><br><br><b>\$85,981</b> | <b>2012/13<br/>Actual</b><br><br>400-450<br>1-2<br>100-150<br><br>15-20<br><br><br>100%<br><br><br>100%<br>100%<br>100%<br>100%<br><br><br><b>\$53,738</b> |
| <b>Related Broad Outcome:</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                            |                                                                                                                                                            |

*Note: The total cost of supplying this output is \$101,468. However, the revenue of \$15,487 from other third parties reduces the cost to Cabinet to \$85,981.*



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| <b>DAD 18</b>                                                                                                                                                                 | <b>Registration of Births, Deaths and Marriages</b> | <b>\$40,597</b>           |
| <b>Description</b>                                                                                                                                                            |                                                     |                           |
| Registration of births, death and marriage services                                                                                                                           |                                                     |                           |
| <b>Measures</b>                                                                                                                                                               | <b>2013/14<br/>Budget</b>                           | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                               |                                                     |                           |
| • Number of birth certificate applications processed                                                                                                                          | 150-175                                             | 150-175                   |
| • Number of births registered                                                                                                                                                 | 10-15                                               | 10-15                     |
| • Number of deaths registered                                                                                                                                                 | 10-15                                               | 10-15                     |
| • Number of death certificates applications processed                                                                                                                         | 40-50                                               | 40-50                     |
| • Number of special marriage licenses issued                                                                                                                                  | 2-5                                                 | 2-5                       |
| • Number of marriage certificate applications processed                                                                                                                       | 30-40                                               | 30-40                     |
| <b>Quality</b>                                                                                                                                                                |                                                     |                           |
| • Documents verified by internal management review                                                                                                                            | 100%                                                | 100%                      |
| • All documents to meet legislative requirements                                                                                                                              | 100%                                                | 100%                      |
| <b>Timeliness</b>                                                                                                                                                             |                                                     |                           |
| • Within one hour of request for birth and death certificates                                                                                                                 | 100%                                                | 100%                      |
| • Within one day of request for marriage license                                                                                                                              | 100%                                                | 100%                      |
| <b>Location</b>                                                                                                                                                               |                                                     |                           |
| Cayman Brac and Little Cayman                                                                                                                                                 | 100%                                                | 100%                      |
| <b>Cost</b>                                                                                                                                                                   | <b>\$40,597</b>                                     | <b>\$47,668</b>           |
| <b>Related Broad Outcome:</b>                                                                                                                                                 |                                                     |                           |
| 1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics |                                                     |                           |

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| <b>DAD 19</b>                                                                                                                                                                                                  | <b>Organization of Official Visits and Ceremonial Events</b> | <b>\$117,076</b>          |
| <b>Description</b><br>Organize and conduct official visits and ceremonial events for the Governor, Ministries, Portfolios and Departments.                                                                     |                                                              |                           |
| <b>Measures</b>                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                                    | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of visits and events arranged                                                                                                                                                        | 50-75                                                        | 50-75                     |
| <b>Quality</b><br>Organized and coordinated by senior staff members                                                                                                                                            | 100%                                                         | 100%                      |
| <b>Timeliness</b><br>In accordance with Itineraries                                                                                                                                                            | 100%                                                         | 100%                      |
| <b>Location</b><br>Cayman Brac and Little Cayman                                                                                                                                                               | 100%                                                         | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                    | <b>\$117,076</b>                                             | <b>\$91,528</b>           |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics |                                                              |                           |

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| <b>DAD 20</b>                                                                                                                                                                                                                                                                          | <b>Collection of Revenue</b> | <b>\$214,938</b>          |
| <b>Description</b><br>Collection of Government Revenue                                                                                                                                                                                                                                 |                              |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                        | <b>2013/14<br/>Budget</b>    | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of revenue collection transactions / receipts                                                                                                                                                                                                                | 8,000-8,500                  | 8,000-8,500               |
| <b>Quality</b><br><ul style="list-style-type: none"> <li>Collect revenue in accordance with Public Management and Finance Law (2005 Revision), and other legal framework</li> <li>Activities performed by trained staff</li> <li>Revenue reconciliation carried out monthly</li> </ul> | 100%                         | 100%                      |
| <b>Timeliness</b><br><ul style="list-style-type: none"> <li>Revenue deposited within two working days of collection</li> <li>Legal penalties enforced within ninety calendar days on outstanding revenue</li> </ul>                                                                    | 100%                         | 100%                      |
| <b>Location</b><br>Cayman Brac and Little Cayman                                                                                                                                                                                                                                       | 100%                         | 100%                      |
|                                                                                                                                                                                                                                                                                        | <b>\$214,938</b>             | <b>\$290,165</b>          |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics                                                                         |                              |                           |

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| <b>DAD 21</b>                                                                                                                                                                 | <b>Hurricane and Other Disaster Preparedness and Response Services</b> | <b>\$90,134</b>           |
| <b>Description</b>                                                                                                                                                            |                                                                        |                           |
| Disaster Management, Preparedness and Response Services                                                                                                                       |                                                                        |                           |
| <b>Measures</b>                                                                                                                                                               | <b>2013/14<br/>Budget</b>                                              | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                               |                                                                        |                           |
| • Number of meetings arranged / attended                                                                                                                                      | 5-8                                                                    | 5-8                       |
| • Mock exercise/workshops organized / attended                                                                                                                                | 1-2                                                                    | 1-2                       |
| • Number of active committees                                                                                                                                                 | 5                                                                      | 5                         |
| • Number of emergency shelters maintained                                                                                                                                     | 4                                                                      | 4                         |
| • Number of shuttering exercises held                                                                                                                                         | 1-2                                                                    | 1-2                       |
| <b>Quality</b>                                                                                                                                                                |                                                                        |                           |
| • Annually updated Hurricane and Disaster Plan                                                                                                                                | 100%                                                                   | 100%                      |
| • Training exercises conducted according to guidelines                                                                                                                        | 100%                                                                   | 100%                      |
| • Key committee members attend The U.S National Hurricane Conference and Governor's Hurricane Conference                                                                      | 100%                                                                   | 100%                      |
| • Emergency Shelters are maintained in accordance with established departmental procedures and PWD standards                                                                  | 100%                                                                   | 100%                      |
| <b>Timeliness</b>                                                                                                                                                             |                                                                        |                           |
| • Cover hurricane season June – November                                                                                                                                      | 100%                                                                   | 100%                      |
| • Immediate response to other disasters                                                                                                                                       | 100%                                                                   | 100%                      |
| <b>Location</b>                                                                                                                                                               |                                                                        |                           |
| Cayman Brac and Little Cayman                                                                                                                                                 | 100%                                                                   | 100%                      |
|                                                                                                                                                                               | <b>\$90,134</b>                                                        | <b>\$121,445</b>          |
| <b>Related Broad Outcome:</b>                                                                                                                                                 |                                                                        |                           |
| 1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics |                                                                        |                           |

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| <b>DAD 22</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Tourism and Business Development</b>                                  | <b>\$250,464</b>                                                         |
| <b>Description</b><br>Develop, implement and support Tourism and Business Initiatives to help energize the economy and create jobs.                                                                                                                                                                                                                                                                                                                         |                                                                          |                                                                          |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>2013/14<br/>Budget</b>                                                | <b>2012/13<br/>Actual</b>                                                |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of meetings to review activities and programmes</li> <li>Number of quarterly adverts in an international magazine</li> <li>Number of responses to world-wide requests for information</li> <li>Number of brochures distributed</li> <li>Number of trade shows attended</li> <li>Number of tours conducted</li> <li>Number of websites maintained</li> <li>Number of workshops held</li> </ul> | 50-60<br>1-2<br>3,500-4,000<br>2,000-3,000<br>1<br>150- 200<br>2<br>4- 6 | 50-60<br>1-2<br>3,500-4,000<br>2,000-3,000<br>1<br>150- 200<br>2<br>4- 6 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Representatives attending trade shows are qualified officials</li> <li>Create high quality ads in a magazine of more than 200,000 circulation</li> <li>Produce brochures of highest quality using World Renown Photographers and printers and meet internal guidelines</li> <li>Information provided in accurate and in accordance with established programmes and policies</li> </ul>                | 100%<br>100%<br>100%<br>100%                                             | 100%<br>100%<br>100%<br>100%                                             |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Produce and circulate brochures not later than March each year</li> <li>Develop Advertisement by June each year</li> <li>Respond to inquiries with seven days</li> </ul>                                                                                                                                                                                                                           | 100%<br>100%<br>100%                                                     | 100%<br>100%<br>100%                                                     |
| <b>Location</b><br>Cayman Brac                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                                     | 100%                                                                     |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$250,464</b>                                                         | <b>\$234,756</b>                                                         |
| <b>Related Broad Outcome:</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> </ol>                                                                                                                                                                                               |                                                                          |                                                                          |

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| <b>DAD 23</b>                                                                                                                                                                                                                                                                                                                                                                                   | <b>Public Information</b>                                                            | <b>\$294,016</b>                                                                                             |
| <b>Description</b><br>Provide information and advice to the General Public.                                                                                                                                                                                                                                                                                                                     |                                                                                      |                                                                                                              |
| <b>Measures</b><br><b>Quantity</b><br>Number of work hours utilized<br><br><b>Quality</b><br>Responses to public inquiry are accurate and done by qualified personnel<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Routine inquiries- immediate response</li> <li>Research/Response – within 2-3 days on average</li> </ul> <b>Location</b><br>Cayman Brac and Little Cayman | <b>2013/14 Budget</b><br><br>8,000-9,000<br><br>100%<br><br>100%<br>100%<br><br>100% | <b>2012/13 Actual</b><br><br>8,000 -9,000<br><br>100%<br><br>100%<br>100%<br><br>100%<br><br><b>\$319,62</b> |
| <b>Related Broad Outcome:</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique</li> </ol>                                                                                                                                                   |                                                                                      |                                                                                                              |

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| <b>DAD 24</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Construction and Maintenance of Public Facilities</b>                                           | <b>\$4,034,290</b>                                                                                 |
| <b>Description</b><br>Construction and Maintenance of Public Facilities and Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                    |                                                                                                    |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of miles of road maintenance and construction</li> <li>Number of building/facility maintenance job orders processed</li> <li>Other Projects / Minor Works</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Roads are constructed to National Engineering Standards</li> <li>Project Management and maintenance by professional staff</li> </ul> <b>Timeliness</b><br>As set out in Annual Budget Guidelines and approved works program | <b>2013/14<br/>Budget</b><br><br>1,200-1,300<br>500-600<br>400-450<br><br>100%<br>100%<br><br>100% | <b>2012/13<br/>Actual</b><br><br>1,200-1,300<br>500-600<br>400-450<br><br>100%<br>100%<br><br>100% |
| <b>Location</b><br>Cayman Brac and Little Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                                               | 100%                                                                                               |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$4,034,290</b>                                                                                 | <b>\$4,508,477</b>                                                                                 |
| <b>Related Broad Outcome:</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique                                                                                                                                                                                                                                                                                                                                          |                                                                                                    |                                                                                                    |

*Note: The total cost of supplying this output is \$4,119,065. However, the revenue of \$84,775 from other third parties reduces the cost to Cabinet to \$4,034,290.*

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| <b>DAD 25</b>                                                                                                                                                                 | <b>Inspection and Licensing Services</b> | <b>\$81,070</b>           |
| <b>Description</b>                                                                                                                                                            |                                          |                           |
| Vehicle, Electrical and Other Miscellaneous Inspection and Licensing Services                                                                                                 |                                          |                           |
| <b>Measures</b>                                                                                                                                                               | <b>2013/14<br/>Budget</b>                | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                               |                                          |                           |
| • Number of vehicles inspected / licensed                                                                                                                                     | 1,800-2,000                              | 1,800-2,000               |
| • Number of Driving Licenses issues                                                                                                                                           | 1,000-1,250                              | 1,000-1,250               |
| • Number of electrical inspections conducted                                                                                                                                  | 150-200                                  | 150-200                   |
| • Number of Turtle Licenses issued                                                                                                                                            | 4-6                                      | 4-6                       |
| • Number of Spear Gun Licenses issued                                                                                                                                         | 5-10                                     | 5-10                      |
| • Number of Firearm Licenses issued                                                                                                                                           | 15-25                                    | 15-25                     |
| • Number of other licenses                                                                                                                                                    | 5-10                                     | 5-10                      |
| <b>Quality</b>                                                                                                                                                                |                                          |                           |
| • In accordance with Vehicle/ Driving Licensing guidelines                                                                                                                    | 100%                                     | 100%                      |
| • Inspections performed by certified persons                                                                                                                                  | 100%                                     | 100%                      |
| • Inspections performed to National Electrical Code Standards                                                                                                                 | 100%                                     | 100%                      |
| • Licenses issued by authorized personnel in accordance with legal framework                                                                                                  | 100%                                     | 100%                      |
| <b>Timeliness</b>                                                                                                                                                             |                                          |                           |
| • Inspection and licensing services are processed within 24 hours of request                                                                                                  | 100%                                     | 100%                      |
| • Services are provided 8:30 a.m. – 4:00 p.m. Monday - Friday                                                                                                                 | 100%                                     | 100%                      |
| <b>Location</b>                                                                                                                                                               |                                          |                           |
| Cayman Brac and Little Cayman                                                                                                                                                 | 100%                                     | 100%                      |
| <b>Cost</b>                                                                                                                                                                   | <b>\$81,070</b>                          | <b>\$84,026</b>           |
| <b>Related Broad Outcomes:</b>                                                                                                                                                |                                          |                           |
| 1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics |                                          |                           |
| <i>Note: The total cost of supplying this output is \$103,892. However, the revenue of \$22,822 from third parties reduces the cost to Cabinet to \$81,070.</i>               |                                          |                           |



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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>DAD 26</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Preservation and Display of Materials and Sites of Historical Significance</b> | <b>\$363,139</b>                                                                                                                          |
| <b>Description</b><br>Collection, preservation and display of material evidence significant to our culture, history and heritage, including: <ul style="list-style-type: none"> <li>• Collection, documentation and preservation of material</li> <li>• Providing exhibitions and displays and general public access to them and museum facilities</li> <li>• Preservation of historical sites</li> </ul>                                                                                                                                                                                                                                                     |                                                                                   |                                                                                                                                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of artefacts preserved</li> <li>• Number of displays/exhibitions provided</li> <li>• Number of tours provided</li> <li>• Number of Heritage House Bookings / Events</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Artifacts secured, exhibited and preserved in accordance with National Museum Standards</li> <li>• Historical Sites marked with descriptive signs to U.S. Parks Standards</li> </ul> <b>Timeliness</b><br>Open for public access seven days per week<br><br><b>Location</b><br>Cayman Brac and Little Cayman<br><br><b>Cost</b> |                                                                                   | <b>2013/14 Budget</b><br><br>3,500-4,000<br>25-35<br>350-450<br>50-60<br><br>100%<br>100%<br><br>100%<br><br>100%<br><br><b>\$363,139</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                   | <b>2012/13 Actual</b><br><br>3,500-4,000<br>25-35<br>350-450<br>50-60<br><br>100%<br>100%<br><br>100%<br><br>100%<br><br><b>\$322,651</b> |
| <b>Related Broad Outcomes:</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                   |                                                                                                                                           |



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| <b>DAD 28</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Customs and Immigration Services and Controls</b> | <b>\$1,442,856</b>        |
| <b>Description</b><br>Customs and Immigration Services and Controls, including: <ul style="list-style-type: none"> <li>• Processing of all passengers and crew entering/departing the Cayman Islands</li> <li>• Processing and inspection of all vessels and aircraft entering/departing the Cayman Islands</li> <li>• Inspection and clearance of cargo imported into or exported from the Cayman Islands</li> <li>• Processing of work permit applications</li> <li>• Detection and prosecution of offenders</li> </ul> |                                                      |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>2013/14<br/>Budget</b>                            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                           |
| • Number of passengers processed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 50,000-55,000                                        | 50,000-55,000             |
| • Number of aircraft processed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 4,000-5,000                                          | 4,000-5,000               |
| • Number of vessels processed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100-125                                              | 100-125                   |
| • Imports – in tons                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 15,000-20,000                                        | 15,000-20,000             |
| • Number of Board Meetings held                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 20-30                                                | 20-30                     |
| • Number of work permits processed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1,000-1,200                                          | 1,000-1,200               |
| • Number of prosecutions effected                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 4-6                                                  | 4-6                       |
| • Number of Trade and Business applications processed                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 150-180                                              | 150-180                   |
| • Number of arrests effected                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 10-20                                                | 10-20                     |
| • Number of investigations conducted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 10-20                                                | 10-20                     |
| • Number of import entries cleared by customs                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3,000-4,000                                          | 3,000-4,000               |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                      |                           |
| • Full compliance with Customs and Immigration Laws, Regulations and Procedures                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                 | 100%                      |
| • All work is carried out by qualified officers                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                 | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                      |                           |
| • Attend all vessels/aircraft: on demand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                                 | 100%                      |
| • Passengers are processed within five minutes                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                 | 100%                      |
| • Work permits are processed within three weeks                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                 | 100%                      |
| • Cargo is inspected and cleared within 24 hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                                                 | 100%                      |
| • Investigations, arrests and prosecutions are conducted in accordance with established guidelines and legal framework                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                 | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                      |                           |
| Cayman Brac and Little Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                                 | 100%                      |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics                                                                                                                                                                                                                                                                                                           |                                                      |                           |

*Note: The total cost of supplying this output is \$1,574,832. However, the revenue of \$131,976 from other third parties reduces the cost to Cabinet to \$1,442,856.*

|                                                                                                                                                                                                                                                                |                                                 |                            |
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| <b>DAD 29</b>                                                                                                                                                                                                                                                  | <b>Processing Accounts Payable Transactions</b> | <b>\$263,718</b>           |
| <b>Description</b><br>Treasury Services: Processing Account Payable and Receivable Transactions.                                                                                                                                                               |                                                 |                            |
| <b>Measures</b>                                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                       | <b>2012/13<br/>Actual</b>  |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of transactions / batches processed</li> <li>Number of cheques processed</li> </ul>                                                                                                              | 1,800-2,200<br>3,500-4,500                      | 1,800-2,000<br>3,500-4,500 |
| <b>Quality</b><br>All payments executed In accordance with Public Management and Finance Law (2005 Revision) and departmental policy                                                                                                                           | 100%                                            | 100%                       |
| <b>Timeliness</b><br>Payments processed within one week of receipt                                                                                                                                                                                             | 100%                                            | 100%                       |
| <b>Location</b><br>Cayman Brac                                                                                                                                                                                                                                 | <b>\$263,718</b>                                | <b>\$268,043</b>           |
| <b>Related Broad Outcomes:</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> </ol> |                                                 |                            |

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| <b>DAD 30</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Sister Islands Sports</b> | <b>\$86,144</b> |
| <b>Description</b> <ul style="list-style-type: none"> <li>• The provision of sports coaching and instructing primarily in the 6 focus sports - Basketball, Cricket, Football, Netball, Track &amp; Field and Swimming, which are conducted to improve the health, well- being, technical skills and fitness of youth and adults at novice to elite levels via: <ul style="list-style-type: none"> <li>o Community Sport Programmes – Development Programmes conducted in all districts throughout Cayman Brac which involves age groups ranging from age 1 – Adults.</li> <li>o National Programmes – Caters specifically to elite athletes (juniors/seniors) in preparing them to compete in regional and international sports events.</li> <li>o After-School Programmes – Programmes are designed to enable students to participate in recreational events by enhancing their sport-specific skill and fitness needs.</li> <li>o School sessions – Assistance with Coaching Sessions are provided in compliance with the Public and Private Schools’ curriculum in specific instances.</li> <li>o Sports Workshops – Develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching throughout Cayman Brac.</li> <li>o Provide professional advice and technical support to the ministry, sporting associations and schools with particular focus on the core sports of basketball, cricket, football, netball, track and field and swimming.</li> </ul> </li> <li>• Recreational Leagues and Events – Organized to encourage physical activities for corporations and students. For students this is done by fostering school competitions, interaction amongst students and opportunities to apply skills.</li> </ul> |                              |                 |

| Measures                                                                                                                                                                                | 2013/14<br>Budget | 2012/13<br>Actual |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Quantity</b>                                                                                                                                                                         |                   |                   |
| • Number of Community Sport Development Programmes                                                                                                                                      | 15-20             | N/A               |
| • Number of national programmes coached                                                                                                                                                 | 1-2               | N/A               |
| • Number of recreational leagues/events organized                                                                                                                                       | 8-10              | N/A               |
| • Number of school coaching sessions                                                                                                                                                    | 400-600           | N/A               |
| • Number of workshops conducted                                                                                                                                                         | 8-12              | N/A               |
| <b>Quality</b>                                                                                                                                                                          |                   |                   |
| • Community/National coaching are conducted by technical staff trained to standards set by the international governing body for the particular sport                                    | 100%              | N/A               |
| • School sessions are aligned and conducted in compliance with school strategy/plan/curriculum                                                                                          | 100%              | N/A               |
| <b>Timeliness</b>                                                                                                                                                                       |                   |                   |
| • Community Coaching/National programmes held daily 5 - 6 days a week                                                                                                                   | 100%              | N/A               |
| • Recreational leagues/events and workshop are conducted once every four to six months                                                                                                  | 100%              | N/A               |
| • Schools session provided daily five days per week                                                                                                                                     | 100%              | N/A               |
| When requested, provide school sessions                                                                                                                                                 | 100%              | N/A               |
| <b>Location</b>                                                                                                                                                                         |                   |                   |
| Cayman Islands                                                                                                                                                                          | <b>\$86,144</b>   | <b>\$0</b>        |
| <b>Related Broad Outcome:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy<br>9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' |                   |                   |

\*Note: This is a new output for 2013/14 Budget.



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| TOU 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Tourism Public Relations Services | \$1,675,504                                                                                      |                                                                  |
| <b>Description</b> <ul style="list-style-type: none"><li>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.</li><li>Increase awareness and enhance the image of the Cayman Islands, in order to promote tourism using channels such as:<ul style="list-style-type: none"><li>Press Releases</li><li>Visiting Journalist Program</li><li>Targeted Media Events and Promotions</li><li>Speeches, Features, Articles and Newsletters</li><li>Event Photography and Graphic Design</li></ul></li></ul>                                                                   |                                   |                                                                                                  |                                                                  |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                   | <b>2013/14<br/>Budget</b>                                                                        | <b>2012/13<br/>Actual</b>                                        |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of Press / Photo Releases</li><li>Number of ‘Crisis’ Press Releases</li><li>Number of Visiting journalists Trips</li><li>Number of film productions facilitated</li><li>Number of published stories</li><li>Number of Events/Promotions</li><li>Number of speeches written</li><li>Number of Welcome/Programme messages written</li><li>Number of E Newsletters written</li><li>Event Photography and Graphic Design (Banners, Invitations, Ads etc.)</li><li>Number of presentations/reports</li></ul>                                                                                                                                                                             |                                   | 85-95<br>18-22<br>40-50<br>5-10<br>170-180<br>10-15<br>20-30<br>10-15<br>40-50<br>85-95<br>55-65 | 106<br>29<br>66<br>9<br>289<br>28<br>27<br>17<br>46<br>127<br>49 |
| <b>Quality</b> <ul style="list-style-type: none"><li>Branding image to be maintained at all times</li><li>All media communication and releases to be pre-approved by PR Manager or Director prior to issue.</li><li>All communications will be in compliance with agreed plans and strategies</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   | 100%<br>100%<br>100%                                                                             | 100%<br>100%<br>100%                                             |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Press Releases will be written and approved, 1–2 days prior to release date</li><li>‘Crisis’ Press Releases to be distributed as appropriate</li><li>Speeches written a minimum of 2 days before event</li><li>Welcome letters to be drafted 1-3 days prior to due date</li><li>E. newsletters to be drafted 1-3 days prior to distribution date</li><li>Visiting Journalist Programme spans a calendar year, trip maybe centered around specific calendar events or maybe customized for specific journalist stories</li><li>Photography and graphic support provided as appropriate upon request</li><li>Attend all briefings as required by Chairpersons or by the Ministry</li></ul> |                                   | 100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%                                     | 100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%             |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   | 100%                                                                                             | 100%                                                             |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                   | <b>\$1,675,504</b>                                                                               | <b>\$1,688,710</b>                                               |



**Related Broad Outcome**

1. A Strong, Thriving and Increasingly Diverse Economy

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                            |                       |
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| TOU 11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Tourism Industry Customer Service Training | \$363,970             |
| <b>Description</b> <ul style="list-style-type: none"><li>To provide Customer Service Training and Improvement methods for private sector employees and public sector personnel.</li><li>To 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.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                            |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>2013/14 Budget</b>                      | <b>2012/13 Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>The following programs will be provided to staff in the private and public sector<ul style="list-style-type: none"><li>Number of customer service workshops to be conducted</li><li>Number of assessments and survey reports</li><li>Number of new training products and or programmes developed (new)</li></ul></li><li>Apprentice Training<ul style="list-style-type: none"><li>Number of Apprentices Stage 1 (new)</li><li>Number of Apprentices Stage 2 (new)</li><li>Number of Apprentices Stage 3 (new)</li><li>Number of Apprentice tourism career workshops conducted (new)</li></ul></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                            |                       |
| <b>Quality</b> <ul style="list-style-type: none"><li>Programs will be designed to meet CIDOT’s performance metrics (learning objectives met, learning impact assessed)</li><li>Programs will be customized, through consultation and feedback, to meet the needs of the target group (participant evaluations)</li><li>Training will be provided by highly recognized institutions and qualified personnel</li><li>The Tourism Apprenticeship Council will be established by the Ministry of District Administration, Tourism and Transport through wide consultation from the education and business community</li><li>The Tourism Apprenticeship Training Program and Internships will be guided by the Tourism Apprenticeship Council, comprised of:<ul style="list-style-type: none"><li>Representatives of the Tourism Industry</li><li>Members of the Education Community</li></ul></li><li>The Tourism Apprenticeship Council will establish policies and procedures for the management of the Tourism Apprenticeship Training Program and Summer Internships, and monitor, through regular reports, the progress of Interns, Apprentices and Masters</li><li>Tourism Apprentices will undergo thorough screening, testing, and evaluations throughout the Apprenticeship period</li><li>Tourism interns will be evaluated throughout the placement period</li></ul> |                                            |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 65-75                                      | 34                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1-3                                        | 3                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1-2                                        | N/A                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 20-25                                      | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 20-25                                      | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 20-25                                      | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 10-15                                      | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                       | 100%                  |

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| <b>Timeliness</b><br>Ongoing throughout the period                                                                                                                                                 | 100%             | 100%             |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                  | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                                                                        | <b>\$363,970</b> | <b>\$498,639</b> |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>2. A Work-Ready and Globally Competitive Workforce</li> </ol> |                  |                  |

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| <b>TOU 14</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Tourist Accommodation Inspections and Licensing Services</b> | <b>\$482,124</b>                   |
| <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                 |                                    |
| Provide Tourist Accommodation Inspections and Licensing Services on behalf of the Hotel Licensing Board                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                 |                                    |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2013/14 Budget</b>                                           | <b>2012/13 Actual</b>              |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                 |                                    |
| <ul style="list-style-type: none"> <li>• Number of bedroom inspections:               <ul style="list-style-type: none"> <li><input type="checkbox"/> Grand Cayman (4820)                   <ul style="list-style-type: none"> <li>o Condo/Apartment o Villa/Guest House o Hotel</li> </ul> </li> <li><input type="checkbox"/> Sister Islands (451)                   <ul style="list-style-type: none"> <li>oCondo/Apartment</li> <li>o Villa/Guest House</li> <li>o Hotel</li> </ul> </li> </ul> </li> </ul> | 800-1,250<br><br>450-550<br>650-850<br>100-115                  | 1,281<br><br>524<br>1,206<br>90    |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                 |                                    |
| <ul style="list-style-type: none"> <li>• Bedrooms will be inspected based upon standards and regulations laid down in the Tourism Law</li> <li>• Internationally accepted standards and practices will be incorporated into accommodation and public facilities inspection evaluation process</li> <li>• Properties will be inspected by qualified personnel</li> <li>• Consultation and award of accommodation licenses will be done by the Hotel Licensing Board</li> </ul>                                  | 85-95<br><br>85-100<br><br>100%<br>100%                         | 139<br><br>164<br><br>100%<br>100% |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                 |                                    |
| Inspections and re-inspections occur:                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                 |                                    |
| <ul style="list-style-type: none"> <li>• Condo/Apartments, Villa/Guest Houses - Between the period April 15 - Aug 31</li> <li>• Hotels - Between the period June 15 - Oct 31</li> <li>• Public Facilities – Ongoing throughout the period</li> </ul>                                                                                                                                                                                                                                                           | 100%<br><br>100%<br>100%                                        | 100%<br><br>100%<br>100%           |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                                            | 100%                               |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                 |                                    |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$482,124</b>                                                | <b>\$398,521</b>                   |
| <b>Related Broad Outcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                 |                                    |
| 1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                 |                                    |

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| <b>TOU 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Pilot Environmental Program for the Tourism Sector</b> | <b>\$250,304</b>                                                                                                                                 |
| <b>Description</b><br><p>Implement the Cayman Islands Environmental Program for the Tourism Sector (CEPTS). This program is designed to develop to increase environmental management awareness and to encourage environmentally responsible management practices. This will be achieved through:</p> <ul style="list-style-type: none"> <li>• EMS Support for properties implementing environmental programmes in Phase 11</li> <li>• Number of Accreditation Activities, including assessments (includes Green Globe Certification/Blue Flag Certification/Little Cayman destination management certification)</li> <li>• Number of environmental awareness programmes and activities</li> <li>• Number of properties with environmental management best practices identified through HLB Licensing and Inspection Process</li> <li>• Recognize a tourism partners for their business outstanding environmental stewardship annually</li> </ul>                                                       |                                                           |                                                                                                                                                  |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of EMS support sessions to pilot properties</li> <li>• Number of accreditation activities e.g. Green Globe or Blue Flag</li> <li>• Number of environmental awareness activities and programmes e.g. Annual Living Green Fair</li> <li>• Number of tourism partners adopting and implementing environmental best practices</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Environmental audits will be conducted by the consulting company and qualified independent personnel for each of the properties</li> <li>• Environmental Management Systems (EMS) set up will meet <ul style="list-style-type: none"> <li>o The internationally recognized environmental standards of Green Globe Certification/Blue Flag and or other responsible Tourism Standards</li> </ul> </li> </ul> <b>Timeliness</b><br>July 2013 – June 2014<br><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                                                           | <b>2013/14 Budget</b><br><br>15-20<br>10-15<br>4-10<br>20-50<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$250,304</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                           | <b>2012/13 Actual</b><br><br>7<br>3<br>1<br>4<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$95,449</b>                 |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                           |                                                                                                                                                  |

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| <b>TOU 16</b>                                                                                                                                                                                                                                                          | <b>Tourism Physical Product Enhancement Projects</b> | <b>\$263,159</b>          |
| <b>Description</b> <ul style="list-style-type: none"> <li>Identify and facilitate Physical Product Enhancement Projects as outlined in the annual work plan</li> <li>To implement action items as assigned in the National Tourism Management Policy (NTMP)</li> </ul> |                                                      |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                        | <b>2013/14<br/>Budget</b>                            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                        |                                                      |                           |
| • Number of tourist way finding and attraction location signage                                                                                                                                                                                                        | 1-3                                                  | 9                         |
| • Number of Grand Cayman infrastructure projects                                                                                                                                                                                                                       | 1-3                                                  | 2                         |
| • Number of Sister Islands infrastructure projects                                                                                                                                                                                                                     | 1-3                                                  | 0                         |
| • Number of other miscellaneous                                                                                                                                                                                                                                        | 1-3                                                  | 12                        |
| <b>Quality</b>                                                                                                                                                                                                                                                         |                                                      |                           |
| • Signage will be highly visible and in keeping with the aesthetics of the attractions/facilities                                                                                                                                                                      | 100%                                                 | 100%                      |
| • Success of these improvements will be measured by cruise and stay-over exit surveys                                                                                                                                                                                  | 100%                                                 | 100%                      |
| • Signage will comply with guidelines set forth by Department of Tourism                                                                                                                                                                                               | 100%                                                 | 100%                      |
| • Projects and Craft Market will be guided by the NTMP recommendations                                                                                                                                                                                                 | 100%                                                 | 100%                      |
| Incorporated into public facilities inspection evaluation process                                                                                                                                                                                                      | 100%                                                 | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                      |                                                      |                           |
| • Ongoing                                                                                                                                                                                                                                                              |                                                      |                           |
| • Public Facilities - Ongoing                                                                                                                                                                                                                                          | 100%                                                 | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                        | <b>\$263,159</b>                                     | <b>\$151,010</b>          |
| Cayman Islands                                                                                                                                                                                                                                                         |                                                      |                           |
| <b>Related Broad Outcome</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> </ol>                                                                                                                                     |                                                      |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                    |                                                                                                   |
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| <b>TOU 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Collection of Tourism Revenue</b>                                                                               | <b>\$420,128</b>                                                                                  |
| <b>Description</b><br>Collect and record Tourism Revenue including: <ul style="list-style-type: none"> <li>• Tourist Accommodation Tax Charges (TAC)</li> <li>• Timeshare Tax Charges (TSC)</li> <li>• Tourist Accommodation License Fees</li> <li>• 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</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                    |                                                                                                   |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of tourist accommodation tax receipts issued</li> <li>• Number of timeshare tax receipts issued</li> <li>• Number of License Fee receipts issued</li> <li>• Number of accommodations audit reports issued</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>• All TAT and TST due for the months of July 2013 to June 2014 is collected according to Tourism Law</li> <li>• 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</li> <li>• Revenue submission to be in compliance with the relevant laws and policies</li> <li>• Audits should be done in accordance with the Tourism Law and the Public Management Finance Law</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Collect Tourist Accommodation and Timeshare Tax on or by the 28th of each month, following the month in which accommodation was provided</li> <li>• Collect Tourist Accommodation License Fees upon the application for a License or renewal</li> <li>• Revenue from fees to be submitted to the bank on a daily basis</li> <li>• Audit reports will be issued within three months (90 working days) of the commencement of the audit</li> </ul><br><b>Location</b><br>Cayman Islands | <b>2013/14 Budget</b>                                                                                              | <b>2012/13 Actual</b>                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4,100-4,300<br>70-75<br>315-325<br>1-3<br><br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100% | 4,879<br>72<br>485<br>0<br><br>100%<br>100%<br>100%<br>0%<br>100%<br>100%<br>100%<br>100%<br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$420,128</b>                                                                                                   | <b>\$242,856</b>                                                                                  |
| <b>Related Broad Outcomes:</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                    |                                                                                                   |

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| <b>TOU 18</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Collection, Preparation and Publication of Statistical Information</b>        | <b>\$531,488</b>                                    |
| <b>Description</b><br>Data Collection, Preparation and Publication of statistical reports, to be provided to Department of Tourism (DOT) Stakeholders, Industry Partners and Tourism Related Associations <ul style="list-style-type: none"> <li>Estimated hotel and apartment occupancy rates</li> <li>Estimated hotel and apartment average length of stay</li> <li>Tourist air arrivals by month</li> <li>Tourist cruise arrivals by month</li> <li>Public Tourism arrivals report</li> <li>Average daily rate</li> <li>Data Collection</li> <li>Air/Cruise Exit Survey</li> </ul>                                         |                                                                                  |                                                     |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14 Budget</b>                                                            | <b>2012/13 Actual</b>                               |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Reports produced:               <ul style="list-style-type: none"> <li>Estimated Hotel and Apartment Occupancy Rate Report</li> <li>Estimated Hotel and Apartment Average Length Of Stay Report</li> <li>Tourist Air Arrivals By Month Report</li> <li>Tourist Cruise Arrivals By Month Report</li> <li>Public Tourism Arrivals Report</li> <li>Exit Survey Reports</li> </ul> </li> <li>Data Collection using               <ul style="list-style-type: none"> <li>Sample of Air Exit Surveys</li> <li>Sample of Cruise Exit Surveys</li> </ul> </li> </ul> | 10-15<br>10-15<br>10-15<br>10-15<br>10-15<br>1-2<br><br>1,450-1,500<br>970-1,120 | 12<br>12<br>12<br>12<br>12<br>4<br><br>1,451<br>952 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Data gathered and reports written according to Tourism Law (1995 Revision) and Tourism Regulations (1996 Revision)</li> <li>All reports will follow the guidelines set out by the DOT to be posted on the Department of Tourism's official website at <a href="http://www.caymanislands.ky/statistics">www.caymanislands.ky/statistics</a> and distributed through press releases</li> </ul>                                                                                                                                                                            | 100%<br>100%<br>100%                                                             | 100%<br>100%<br>100%                                |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Reports for any particular month will be produced and approved for release by the last Friday of the following month</li> <li>Exit Survey reports will be produced quarterly &amp; the data collection is done daily</li> </ul>                                                                                                                                                                                                                                                                                                                                      | 100%<br>100%                                                                     | 100%<br>100%                                        |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$531,488</b>                                                                 | <b>\$210,866</b>                                    |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                  |                                                     |





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| <p><b>Quality</b></p> <p>All Tourism education programs will be designed and delivered to meet CIDOT's performance metrics (learning objectives met, learning impact assessed)</p> <ul style="list-style-type: none"> <li>• Tourism scholarship program to be managed according to Scholarship guidelines on behalf of the Ministry of DA,T&amp;T</li> <li>• Tourism scholarship reports to be generated monthly on behalf of the Ministry of DA,T&amp;T and according to scholarship guidelines.</li> <li>• International partner competitions and speak-off/Tourism Ambassador competition managed according to international tourism partner standards</li> <li>• Tourism career awareness presentations and expos will be delivered by knowledgeable, qualified personnel and according to DOT guidelines</li> <li>• Summer sea school enrichment camp sessions to be managed according to DOT Guidelines</li> <li>• Tourism curriculum infusion to be delivered and continuously monitored</li> <li>• Community Tourism awareness programme will meet intended objectives</li> </ul> <p><b>Timeliness</b></p> <ul style="list-style-type: none"> <li>• Ministry of DA,T&amp;T scholarships awarded once per year and reports are generated three times per year</li> <li>• Tourism competitions throughout the period</li> <li>• Tourism career awareness presentations and expos throughout the period</li> <li>• Tourism curriculum infusion session to be developed, monitored, and evaluated throughout the period</li> <li>• Community tourism awareness events to take place over the period of the year</li> </ul> <p><b>Location</b></p> <p>Cayman Islands</p> | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100% | 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100% | 100% |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100% | 100% |
| <p><b>Related Broad Outcomes</b></p> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>2. A Work-Ready and Globally Competitive Workforce</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |      |

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| <b>TOU 20</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Direct Marketing</b>               | <b>\$1,655,088</b>        |
| <b>Description</b><br>Direct marketing of the Cayman Islands to consumers, sellers & suppliers through: <ul style="list-style-type: none"> <li>• 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.</li> <li>• Trade (Sellers = travel agents, wholesalers and suppliers = hotels, airlines etc)</li> </ul> Marketing is done through: <ul style="list-style-type: none"> <li>o Hard copy e.g. post cards, promotional brochures sent via traditional post, travel planner</li> <li>o Electronic e.g. electronic post cards and newsletters and e-blast delivered via the internet</li> </ul> |                                       |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>2013/14<br/>Budget</b>             | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of direct marketing initiatives: <ul style="list-style-type: none"> <li><input type="checkbox"/> Consumer             <ul style="list-style-type: none"> <li>o Number of hard copy collateral developed and distributed</li> <li>o Number of electronic post cards, newsletters or e-blasts developed and distributed</li> </ul> </li> <li><input type="checkbox"/> Trade             <ul style="list-style-type: none"> <li>o Number of hard copy collateral developed and distributed</li> <li>o Number of electronic post cards, newsletters or e-blasts developed and distribute</li> </ul> </li> </ul>                                                                                                                                                                                                           | 40-50<br>210-220<br><br>5-10<br>30-40 | 8<br>68<br><br>1<br>19    |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• In accordance with the digital media framework</li> <li>• In accordance with agreed strategy plan/ timelines of Department of Tourism's annual marketing plan</li> <li>• Branding image to be maintained at all times</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%<br>100%<br>100%                  | 100%<br>100%<br>100%      |
| <b>Timeliness</b><br>In accordance with the annual marketing plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                  | 100%                      |
| <b>Location</b><br>Cayman Islands US,UK, and Canada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                  | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>\$1,655,088</b>                    | <b>\$1,185,481</b>        |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       |                           |

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| <b>TOU 21</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Promotional Activities</b> | <b>\$4,023,527</b> |
| <p><b>Description</b></p> <p>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.</p> <ul style="list-style-type: none"> <li>• Trade <ul style="list-style-type: none"> <li>o Participate in Trade Shows</li> <li>o Conduct Trade Training Seminars</li> <li>o Sales “Blitz”</li> <li>o Sales calls</li> <li>o Partnership/Affinity Programs</li> <li>o Familiarization Trips</li> </ul> </li> <li>• Consumer <ul style="list-style-type: none"> <li>o Events Sponsorships</li> <li>o Consumer Shows</li> <li>o Partnership/Affinity Programs</li> </ul> </li> <li>• Web management <ul style="list-style-type: none"> <li>o Special Events and Promotions</li> <li>o Content Updates</li> <li>o Partner E-brochure updates</li> <li>o Consumer Enhancements</li> </ul> </li> </ul> |                               |                    |

| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2013/14<br>Budget                                                                                                                                                      | 2012/13<br>Actual                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                        |                                                                                                                   |
| <ul style="list-style-type: none"> <li>• <u>Trade</u> <ul style="list-style-type: none"> <li>o Number of trade shows attended</li> <li>o Number of training sessions (new)</li> <li>o Number of sales' blitz conducted</li> <li>o Number of Sales offices visited</li> <li>o Number of partnerships/ affinity programs entered into</li> <li>o Number of FAM trips</li> </ul> </li> <li>• <u>Consumer</u> <ul style="list-style-type: none"> <li>o Number of events sponsored</li> <li>o Number of consumer shows attended</li> <li>o Number of affinity programs</li> <li>o Number of special events hosted</li> </ul> </li> <li>• <u>Web Site Management</u> <ul style="list-style-type: none"> <li>o Number of special events hosted</li> <li>o Number of Website content updates</li> <li>o Number of Partner E-brochure updates</li> <li>o Website consumer enhancement</li> </ul> </li> <li>• <u>Social Media (new)</u> <ul style="list-style-type: none"> <li>o Number of messages posted on social media channels</li> <li>o Number of videos posted on social media channels</li> </ul> </li> </ul> | 65-75<br>95-105<br>3-6<br>1,000-1,200<br>5-10<br>20-25<br><br>50-60<br>75-85<br>35-45<br>20-25<br><br>20-30<br>1,480-1,500<br>50-60<br>5-10<br><br>1,100-1,300<br>8-15 | 68<br>251<br>8<br>1,324<br>11<br>29<br><br>65<br>98<br>15<br>22<br><br>36<br>7,414<br>274<br>8<br><br>1,304<br>27 |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                        |                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Exhibits at Trade Shows to be displayed in accordance with Tourism Guidelines</li> <li>• Special Events, Familiarisation Trips, Sales Calls, Sales blitz's and Training to be conducted by qualified, knowledgeable personnel</li> <li>• Quality should be in compliance with agreed plans and strategy</li> <li>• Branding image to be maintained at all times</li> <li>• Web Site will be maintain and updated in accordance with the digital media framework and organizations' strategic objectives</li> <li>• Social media messages and videos in accordance with the digital media framework and social media strategy and implantation documents.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 | 100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100%                                                                                                           | 100%<br>100%<br>100%<br>100%<br>75-100%<br>90-100%<br>75-100%                                                     |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                        |                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Ongoing throughout the period</li> <li>• Web site management and social media will be in accordance with the annual marketing plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                                                                                                                                                   | 100%                                                                                                              |
| <b>Related Broad Outcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                        |                                                                                                                   |
| 1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                        |                                                                                                                   |

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

*Note: The total cost of supplying this output is \$7,124,959. However, the revenue of \$10,450 from other third parties reduces the cost to Cabinet to \$7,114,345.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                       |                                                                                                           |
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| <b>TOU 23</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Tourism Services Enhancement Projects</b>                                                                          | <b>\$242,723</b>                                                                                          |
| <b>Description</b><br>Identify and facilitate Tourism Service Enhancement Projects (using the guidelines of National Tourism Management Policy (NTMP) to enhance visitor experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                       |                                                                                                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of NTMP actions coordinated and implemented</li> <li>Number of Heritage Awareness Projects GCM, CYB and LYC</li> <li>Number of Activities Supporting Community Tourism, local culture and heritage.</li> <li>Number of Musical Performances to enhance visitor experience at CIAA Airport and Royal Watler Terminal Ports</li> <li>Number of Product Development Collateral Initiatives created and implemented</li> <li>Number of other miscellaneous projects (Ministerial requests)</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Success will be measured by visitor experience and satisfaction noted by cruise and stay-over exit surveys</li> <li>Visitor Experience Programmes will be enhanced by local musicians and qualified Frontier staff at ports of exit</li> <li>Projects and initiatives will be done in accordance with the NTMP</li> </ul><br><b>Timeliness</b><br>Ongoing throughout the period | <b>2013/14 Budget</b><br><br>1-3<br>1-3<br>1-3<br>20-24<br>1-3<br>1-3<br><br>100%<br>100%<br>100%<br>100%<br><br>100% | <b>2012/13 Actual</b><br><br>11<br>2<br>13<br>6<br>0<br>1<br><br>100%<br>100%<br>100%<br>100%<br><br>100% |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>\$242,723</b>                                                                                                      | <b>\$549,887</b>                                                                                          |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                       |                                                                                                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |                       |
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| <b>TOU 24</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Cruise Tourism Management</b> | <b>\$557,193</b>      |
| <b>Description</b><br>Coordinate and implement the Ministry's cruise tourism policy alignment with the National Tourism Management Policy (NTMP) and to achieve the goals of spreading the economic benefits of cruise tourism, create the framework for better distribution of cruise passengers throughout the country and ensure high levels of guest satisfaction.                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of Cruise Tourism Projects</li> <li>o Cayman Calling - Cruise Conversion             <ul style="list-style-type: none"> <li>• Monthly reports summarizing registrations, rewards issued, converted passengers, partners</li> </ul> </li> <li>o Cruise Overflow Events to enhance Cruise Visitor Experience at Seaport</li> <li>o Cruise industry outlook reports</li> <li>o Cruise Public Awareness and Promotion events – (Cruise line visits, media requests)</li> <li>o Cruise Policy and Research reports</li> <li>o FCCA/Seatrade Industry Conferences</li> </ul><br><b>Quality</b><br>Programmes etc. will be carried out in accordance with NTMP and the annual work plan of the Department of Tourism | <b>2013/14 Budget</b>            | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1-12                             | 11                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 12-24                            | 2                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 10-12                            | 13                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5-10                             | 6                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1-5                              | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1-5                              | 1                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                             | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                             | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                             | 100%                  |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$557,193</b>                 | <b>\$171,146</b>      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                  |                       |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |                       |



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| <b>TOU 25</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Technical and Policy Advice on Tourism Matters</b> | <b>\$148,742</b>          |
| <b>Description</b><br>Provide Tourism Advice to the Ministry of Tourism and other Government Ministries, Departments and other Industry Stakeholders on issues likely to impact the economy and infrastructure of the Cayman Islands. <ul style="list-style-type: none"> <li>• Technical research reports</li> <li>• Policy input and advice</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                       |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of technical research reports</li> <li>• Policy input and advice in written format</li> <li>• Number of special papers, reports and responses as requested</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Submitted by the Director of Tourism, all reports, responses and/or advice in written format will be prepared based on available research, existing international and national policy documents and drawing on the technical expertise available to the Department of Tourism in order to provide a comprehensive, objective, accurate and fact based information to the Ministry of Tourism and other agencies.</li> <li>• Each submission will be presented with a statement of the issues, include pertinent data, have an unambiguous statement of policy objectives, identify viable options and assess the same</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Advice provided within five working days of the timeframe mutually agreed between the Ministry/Other Agencies and Department</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                             | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1-2                                                   | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1-2                                                   | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1-2                                                   | 0                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>\$148,742</b>                                      | <b>\$(98)</b>             |
| <b>Related Broad Outcome</b><br><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                       |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                          |                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------------------|
| <b>NWS 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Non Aeronautical Services</b>         | <b>\$1,131,642</b>                       |
| <b>Description</b><br>Non Aeronautical Services relating to 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.<br><br>This results in the provision of the following: <ul style="list-style-type: none"> <li>• Public Weather Forecast</li> <li>• Warnings</li> <li>• Statistical Information</li> <li>• Disaster Risk Reduction</li> <li>• Severe Weather and Hurricane Preparedness and Mitigation</li> </ul> |                                          |                                          |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>2013/14 Budget</b>                    | <b>2012/13 Actual</b>                    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of public weather forecasts</li> <li>• Number of weather warnings</li> <li>• Number of statistical weather reports</li> <li>• Number of special reports</li> </ul>                                                                                                                                                                                                                                                                                                                      | 1,075-1,100<br>200-250<br>20-30<br>10-20 | 1,075-1,100<br>200-250<br>20-30<br>10-20 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• All forecasts, warnings and reports are undertaken under the guidelines, standards and recommendation practices recognised by the World Metrological Organisation (WMO)</li> </ul>                                                                                                                                                                                                                                                                                                              | 100%                                     | 100%                                     |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Public weather forecast will be issued three times daily</li> <li>• Warnings will be issued as required for threatening severe weather systems</li> <li>• Statistical weather report will be issued upon agreed time</li> <li>• Special reports will be issued as needed</li> </ul>                                                                                                                                                                                                          | 100%<br>100%<br>100%<br>100%             | 100%<br>100%<br>100%<br>100%             |
| <b>Location</b><br>Grand Cayman and Cayman Brac                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                     | 100%                                     |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$1,131,642</b>                       | 100%                                     |
| <b>Related Broad Outcome</b><br>1. A Strong, Thriving and Increasingly Diverse Economy                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                          |                                          |

*Note: The funding for NWS 1(\$529,883) has been included in NWS 2 (\$601,759)*

## 5. PAYMENT ARRANGEMENTS

Cabinet will pay the Ministry of District Administration, Tourism and Transport for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of District Administration, Tourism and Transport. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVIOCE PROFILE - TABLE 1**

| MONTH        | MDT 1<br>\$    | MDF 2<br>\$    | MDT 3<br>\$    | MDF 17<br>\$  | PTO 2<br>\$    | PTO 3<br>\$    | PTO 4<br>\$   | DAD 16        |
|--------------|----------------|----------------|----------------|---------------|----------------|----------------|---------------|---------------|
| July         | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| August       | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| September    | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| October      | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| November     | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| December     | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| January      | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| February     | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| March        | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| April        | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| May          | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| June         | 75,366         | 50,316         | 30,479         | 945           | 17,346         | 11,478         | 7,158         | 8,127         |
| <b>TOTAL</b> | <b>904,389</b> | <b>603,795</b> | <b>365,746</b> | <b>11,343</b> | <b>208,146</b> | <b>137,737</b> | <b>85,891</b> | <b>97,525</b> |

| MONTH        | DAD 17        | DAD 18        | DAD 19         | DAD 20         | DAD 21        | DAD 22         | DAD 23         | DAD 24           |
|--------------|---------------|---------------|----------------|----------------|---------------|----------------|----------------|------------------|
| July         | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| August       | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| September    | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| October      | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| November     | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| December     | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| January      | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| February     | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| March        | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| April        | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| May          | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| June         | 7,165         | 3,383         | 9,756          | 17,911         | 7,511         | 20,872         | 24,501         | 336,191          |
| <b>TOTAL</b> | <b>85,981</b> | <b>40,597</b> | <b>117,076</b> | <b>214,938</b> | <b>90,134</b> | <b>250,464</b> | <b>294,016</b> | <b>4,034,290</b> |

| MONTH        | DAD 25        | DAD 26         | DAD 27         | DAD 28           | DAD 29         | DAD 30        | NWS 2            | TOU 4          |
|--------------|---------------|----------------|----------------|------------------|----------------|---------------|------------------|----------------|
| July         | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| August       | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| September    | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| October      | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| November     | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| December     | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| January      | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| February     | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| March        | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| April        | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| May          | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| June         | 6,756         | 30,262         | 49,831         | 120,238          | 21,977         | 7,179         | 94,303           | 16,924         |
| <b>TOTAL</b> | <b>81,070</b> | <b>363,139</b> | <b>597,969</b> | <b>1,442,856</b> | <b>263,718</b> | <b>86,144</b> | <b>1,131,642</b> | <b>203,089</b> |

| MONTH        | TOU 9            | TOU 11         | TOU 14         | TOU 15         | TOU 16         | TOU 17         | TOU 18         | TOU 19         |
|--------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| July         | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| August       | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| September    | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| October      | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| November     | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| December     | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| January      | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| February     | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| March        | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| April        | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| May          | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| June         | 139,625          | 30,331         | 40,177         | 20,859         | 21,930         | 35,011         | 44,291         | 45,201         |
| <b>TOTAL</b> | <b>1,675,504</b> | <b>363,970</b> | <b>482,124</b> | <b>250,304</b> | <b>263,159</b> | <b>420,128</b> | <b>531,488</b> | <b>542,406</b> |

| MONTH        | TOU 20           | TOU 21           | TOU 22           | TOU 23         | TOU 24         | TOU 25         |
|--------------|------------------|------------------|------------------|----------------|----------------|----------------|
| July         | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| August       | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| September    | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| October      | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| November     | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| December     | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| January      | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| February     | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| March        | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| April        | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| May          | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| June         | 137,924          | 335,294          | 592,862          | 20,227         | 46,433         | 12,395         |
| <b>TOTAL</b> | <b>1,655,088</b> | <b>4,023,527</b> | <b>7,114,345</b> | <b>242,723</b> | <b>557,193</b> | <b>148,742</b> |



**MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Mr. Stran A. Bodden, MA, JP**

**Chief Officer**

Ministry of District Administration, Tourism and Development

October 4 2013



| STATEMENT OF FINANCIAL POSITION FOR<br>THE YEAR ENDED 30 JUNE 2014 | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                                              |      |                            |                                 |                            |
| Cash and cash equivalents                                          | 1    | 11,331                     | 11,515                          | 5,657                      |
| Marketable securities and deposits                                 | 2    | 2,374                      | 2,216                           | 9,463                      |
| Trade receivables                                                  | 2    | 6                          | 9                               | 48                         |
| Other receivables                                                  | 3    |                            |                                 |                            |
| Inventories                                                        | 4    |                            |                                 |                            |
| Investments                                                        | 4    |                            |                                 |                            |
| Prepayments                                                        | 5    | 206                        | 100                             | 405                        |
| <b>Total Current Assets</b>                                        |      | <b>13,918</b>              | <b>13,841</b>                   | <b>15,573</b>              |
| <b>Non-Current Assets</b>                                          |      |                            |                                 |                            |
| Trade receivables                                                  | 3    |                            |                                 |                            |
| Other receivables                                                  | 3    |                            |                                 |                            |
| Inventories                                                        | 4    |                            |                                 |                            |
| Property, plant and equipment                                      | 6    | 1,687                      | 10,456                          | 7,430                      |
| Intangible Assets                                                  | 7    | 2                          |                                 | 7,431                      |
| <b>Total Non-Current Assets</b>                                    |      | <b>2</b>                   | <b>2</b>                        | <b>2</b>                   |
| <b>Total Assets</b>                                                |      | <b>1,689</b>               | <b>10,456</b>                   | <b>7,430</b>               |
| <b>Current Liabilities</b>                                         | 8    |                            |                                 |                            |
| Trade payable                                                      | 8    | 15,607                     | 24,297                          | 23,003                     |
| Other payables and accruals                                        | 2    |                            |                                 |                            |
| Bank overdraft                                                     |      | 193                        | 218                             | 319                        |
| Unearned revenue                                                   | 9    | 633                        | 482                             | 3,904                      |
| Employee entitlements                                              |      |                            |                                 | 0                          |
| Repayment of surplus                                               |      |                            |                                 |                            |
| <b>Total Current Liabilities</b>                                   |      | <b>867</b>                 | <b>1,117</b>                    | <b>769</b>                 |
| <b>Non-Current Liabilities</b>                                     | 8    | <b>1,693</b>               | <b>1,817</b>                    | <b>4,993</b>               |
| Trade payables                                                     | 8    |                            |                                 |                            |
| Other payables and accruals                                        | 9    |                            |                                 |                            |
| Employee entitlements                                              |      |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b>                               |      |                            |                                 |                            |
| <b>Total Liabilities</b>                                           |      |                            | -                               | -                          |
| <b>Net Assets</b>                                                  |      | <b>1,693</b>               | <b>1,817</b>                    | <b>4,993</b>               |
| <b>Net worth</b>                                                   |      | <b>13,914</b>              | <b>22,481</b>                   | <b>18,010</b>              |
| Contributed capital                                                |      |                            |                                 |                            |
| Other Reserves                                                     |      | (12,086)                   | (4,782)                         | (8,345)                    |
| Revaluation reserve                                                |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)                                   |      |                            |                                 |                            |
| <b>Total Net Worth</b>                                             |      | <b>26,000</b>              | <b>1,367</b>                    | <b>26,355</b>              |
|                                                                    |      | <b>13,914</b>              | <b>22,481</b>                   | <b>18,010</b>              |
|                                                                    |      |                            |                                 |                            |

| STATEMENT OF FINANCIAL PERFORMANCE FOR THE<br>YEAR ENDED 30 JUNE 2014 | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-----------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                        | 10   | 30,318                     | 34,649                          | 42,049                     |
| Sale of goods and services                                            |      |                            |                                 |                            |
| <b>Total Revenue</b>                                                  |      | <b>30,318</b>              | <b>34,649</b>                   | <b>42,049</b>              |
| <b>Expenses</b>                                                       | 11   |                            |                                 |                            |
| Personnel costs                                                       | 12   | 14,203                     | 17,507                          | 18,067                     |
| Supplies and consumables                                              | 6    | 15,874                     | 16,052                          | 21,920                     |
| Depreciation                                                          | 13   | 201                        | 1,575                           | 1,147                      |
| Litigation costs                                                      | 14   | 33                         | 34                              | 123                        |
| Gain/(losses) on foreign exchange transactions                        |      | 2                          | 2                               | 207                        |
| <b>Total Expenses</b>                                                 |      |                            |                                 |                            |
| <b>Surplus or (deficit) for the period</b>                            |      | <b>30,318</b>              | <b>35,170</b>                   | <b>41,464</b>              |
|                                                                       |      |                            |                                 |                            |
|                                                                       |      | <b>0</b>                   | <b>(522)</b>                    | <b>584</b>                 |
|                                                                       |      |                            |                                 |                            |

| <b>CASH FLOW STATEMENT<br/>FOR THE YEAR ENDED 30 JUNE 2014</b> | <b>Note</b> | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------------------------------|-------------|-------------------------------------|------------------------------------------|-------------------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                    |             |                                     |                                          |                                     |
| <i><b>Receipts</b></i>                                         |             |                                     |                                          |                                     |
| Outputs to Cabinet                                             |             | 29,199                              | 41,673                                   | 35,768                              |
| Outputs to other government agencies                           |             |                                     | 1,121                                    | 8,487                               |
| Sales of Goods and services – third party                      |             | 335                                 |                                          | 138                                 |
| Interest received                                              |             |                                     |                                          | -                                   |
| Donations / Grants                                             |             |                                     |                                          | 47                                  |
| Other receipts                                                 |             |                                     |                                          |                                     |
| <i><b>Payments</b></i>                                         |             |                                     | (15,605)                                 |                                     |
| Personnel costs                                                |             | (13,806)                            | (21,329)                                 | (18,110)                            |
| Supplies and consumables                                       |             | (15,874)                            | -                                        | (20,958)                            |
| Interest paid                                                  |             |                                     | (2)                                      | -                                   |
| Other payments                                                 |             | (39)                                |                                          | (206)                               |
| <b>Net cash flows from operating activities</b>                | 15          | <b>(184)</b>                        | <b>5,858</b>                             | <b>5,166</b>                        |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                    |             |                                     |                                          |                                     |
| Purchase of property, plant and equipment                      |             | (100)                               | -                                        | (431)                               |
| Proceeds from sale of property, plant and equipment            |             |                                     |                                          |                                     |
| Purchase of investments                                        |             |                                     |                                          |                                     |
| Cash Advance                                                   |             |                                     |                                          |                                     |
| Cash receipts from repayment of advances                       |             |                                     |                                          |                                     |
| <b>Net cash flows from investing activities</b>                |             | <b>(100)</b>                        | <b>-</b>                                 | <b>(431)</b>                        |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                    |             |                                     |                                          |                                     |
| Equity investment                                              |             |                                     |                                          |                                     |
| Repayment of surplus                                           |             | 100                                 | -                                        | 416                                 |
| Capital withdrawal                                             |             |                                     | -                                        | -                                   |
| <b>Net cash flows from financing activities</b>                |             |                                     |                                          | <b>(9,473)</b>                      |
| <b>Net increase/(decrease) in cash and cash equivalents</b>    |             | <b>100</b>                          | <b>-</b>                                 | <b>(9,057)</b>                      |
| Cash and cash equivalents at beginning of period               |             | <b>(184)</b>                        | <b>5,858</b>                             | <b>(4,321)</b>                      |
| <b>Cash and cash equivalents at end of period</b>              |             | <b>11,515</b>                       | <b>5,657</b>                             | <b>9,978</b>                        |
|                                                                |             | <b>11,331</b>                       | <b>11,515</b>                            | <b>5,657</b>                        |
|                                                                |             |                                     |                                          |                                     |

| STATEMENT OF CHANGES IN NET WORTH FOR THE YEAR ENDED 30 JUNE 2014 |                     |                     |                                 |        |
|-------------------------------------------------------------------|---------------------|---------------------|---------------------------------|--------|
|                                                                   | Contributed Capital | Revaluation Reserve | Accumulated Surplus/ (deficits) | Total  |
| <b>Balance at 30 June 2012</b>                                    | (12,186)            |                     | 26,521                          | 14,336 |
| Changes in accounting policy                                      |                     |                     |                                 |        |
| Prior Year Adjustments                                            | (12,186)            |                     | 26,521                          | 14,336 |
| <b>Restated balance</b>                                           |                     |                     |                                 |        |
| <b>Changes in net worth for 2012/13</b>                           |                     |                     |                                 |        |
| Gain/(loss) on property revaluation                               |                     |                     |                                 |        |
| Gain/(loss) on revaluation of investments                         |                     |                     |                                 |        |
| Exchange differences on translating foreign operations            |                     |                     |                                 |        |
| Equity Investment from Cabinet                                    |                     |                     |                                 |        |
| Capital withdrawals by Cabinet                                    |                     |                     |                                 |        |
| Repayment of surplus to Cabinet                                   |                     |                     |                                 |        |
| <b>Net revenue / expenses recognised directly in net worth</b>    |                     |                     |                                 |        |
| Surplus/(deficit)for the period 2012/13                           |                     |                     | (522)                           | (522)  |
| <b>Total recognised revenues and expenses for the period</b>      |                     |                     | (522)                           | (522)  |
|                                                                   | (12,186)            |                     | 26,000                          | 13,814 |
| <b>Balance at 30 June 2013 carried forward</b>                    |                     |                     |                                 |        |
|                                                                   | Contributed Capital | Revaluation Reserve | Accumulated Surplus/ (deficits) | Total  |
|                                                                   | (12,186)            |                     | 26,000                          | 13,814 |
| <b>Balance at 30 June 2013 brought forward</b>                    |                     |                     |                                 |        |
| <b>Changes in net worth for 2013/14</b>                           |                     |                     |                                 |        |
| Changes in accounting policy                                      | (12,186)            |                     | 26,000                          | 13,814 |
| Prior Year Adjustments <b>Restated balance</b>                    |                     |                     |                                 |        |
| <b>Changes in net worth for 2013/14</b>                           |                     |                     |                                 |        |
| Gain/(loss) on property revaluation                               |                     |                     |                                 |        |
| Gain/(loss) on revaluation of investments                         | 100                 |                     |                                 | 100    |
| Exchange differences on translating foreign operations            |                     |                     |                                 |        |
| Equity Investment from Cabinet                                    |                     |                     |                                 |        |
| Capital withdrawals by Cabinet                                    | 100                 |                     |                                 | 100    |
| Repayment of surplus/Dividends to Cabinet                         |                     |                     |                                 |        |
| <b>Net revenue / expenses recognised directly in net worth</b>    |                     |                     |                                 |        |
| Surplus/(deficit)for the period 2013/14                           | (12,086)            |                     | 26,000                          | 13,914 |
| <b>Total recognised revenues and expenses for the period</b>      |                     |                     |                                 |        |

**STATEMENT OF ACCOUNTING POLICIES**

General Accounting Policies

*Reporting entity*

These forecast financial statements are for the *Ministry of District Administration, Tourism and Transport*

*Basis of preparation*

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

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

*Reporting Period*

The reporting period is the period ended 30 June, 2014.

Specific Accounting Policies

*Revenue*

*Output revenue*

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

*Interest revenue*

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

*Expenses*

*General*

Expenses are recognised when incurred.

*Depreciation*

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

*Assets*

*Cash and cash equivalents*

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

*Receivables and advances*

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

*Inventory*

Inventories are recorded at the lower of cost and net current value. Where inventories are

valued at cost, specific identification or the FIFO method has been used. Appropriate allowance has been made for obsolescence.

*Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

*Computer Hardware and Software*

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

*Liabilities*

*Accounts Payable*

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

*Provisions*

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

*Employee entitlements*

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

**Note 1: Cash and Cash Equivalents**

| Description                                                   | Foreign Currency | Exchange Rate | 2013/14 Budget |
|---------------------------------------------------------------|------------------|---------------|----------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 508              | 1.0000        | 508            |
| Cash in transit (IRIS Remittance Account)                     | 2                | 1.0000        | 2              |
| CI\$ Operational Current Account held at Royal Bank of Canada | 9,615            | 1.0000        | 9,615          |
| US\$ Operational Current Account held at Royal Bank of Canada | 594              | 0.8375        | 498            |
| Payroll Current Account held at Royal Bank of Canada          | 709              | 1.0000        | 709            |
| Bank Accounts held at other financial institutions            | 0                | 1.0000        | 0              |
| Fixed Deposits held with Treasury (less than 90 days)         | 0                | 1.0000        | 0              |
| <b>Total cash and cash equivalents</b>                        |                  |               | <b>11,331</b>  |

**Note 2: Trade and Other Receivables**

| Trade Receivables                         | 2013/14 Budget \$000 | 2012/13 Est. Actual \$000 | 2011/12 Actual \$000 |
|-------------------------------------------|----------------------|---------------------------|----------------------|
| Sale of goods and services                | 2,374                | 1,574                     | 7,847                |
| Outputs to Cabinet                        | 0                    | 642                       | 1,601                |
| Outputs to other government agencies      | 0                    | 0                         | 15                   |
| Other                                     | 0                    | 0                         | 0                    |
| <b>Less: provision for doubtful debts</b> | <b>0</b>             | <b>0</b>                  | <b>0</b>             |
| <b>Total trade receivables</b>            | <b>2,374</b>         | <b>2,216</b>              | <b>9,463</b>         |

| Other Receivables                         | 2013/14 Budget \$000 | 2012/13 Est. Actual \$000 | 2011/12 Actual \$000 |
|-------------------------------------------|----------------------|---------------------------|----------------------|
| Advance (salary, official travel etc.)    | 4                    | 3                         | 36                   |
| Dishonoured cheques                       | 2                    | 2                         | 2                    |
| Interest receivables                      | 0                    | 0                         | 0                    |
| Other Receivable                          |                      | 4                         | 10                   |
| <b>Less: provision for doubtful debts</b> | <b>0</b>             | <b>0</b>                  | <b>0</b>             |
| <b>Total other receivables</b>            | <b>6</b>             | <b>9</b>                  | <b>48</b>            |

| Description               | Trade Receivables | Other Receivables | 2013/14 Budget |
|---------------------------|-------------------|-------------------|----------------|
| <b>Current</b>            | 2,374             | 6                 | 2,381          |
| Past due 1-30 days        |                   |                   |                |
| Past due 31-60 days       |                   |                   |                |
| Past due 61-90 days       |                   |                   |                |
| Past due 90 and above     |                   |                   |                |
| <b>Non-Current</b>        |                   |                   |                |
| Past due 1 year and above |                   |                   |                |
| <b>Total</b>              | <b>2,374</b>      | <b>6</b>          | <b>2,381</b>   |

#### Changes in the provision of doubtful debts:

|                                            | 2013/14 Budget \$000 | 2012/13 Est. Actual \$000 | 2011/12 Actual \$000 |
|--------------------------------------------|----------------------|---------------------------|----------------------|
| Balance at 1 July, 2012                    | 0                    | 0                         | 0                    |
| Additional provisions made during the year | 0                    | 0                         | 0                    |
| Receivables written off during the period  | 0                    | 0                         | 0                    |
| Balance at 30 June, 2013                   | 0                    | 0                         | 0                    |

#### Note 3: INVENTORIES

|                                                                 | Current  | Non-Current | 2013/14 Budget |
|-----------------------------------------------------------------|----------|-------------|----------------|
| Inventories held for use in the provision of goods and services | 0        | 0           | 0              |
| Inventory held for sale                                         | 0        | 0           | 0              |
| Impairment of Inventory                                         | 0        | 0           | 0              |
| <b>Total Inventories</b>                                        | <b>0</b> | <b>0</b>    | <b>0</b>       |

#### Note 4: INVESTMENTS

|                                                               | 2013/14 Budget | 2012/13 Est. Actual | 2011/12 Actual |
|---------------------------------------------------------------|----------------|---------------------|----------------|
| Description                                                   | 0              | 0                   | 0              |
| <b>Total Investments at the lower of cost or Market Value</b> | <b>0</b>       | <b>0</b>            | <b>0</b>       |



**Note 5: Prepayments**

|                     | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------|---------------------------|--------------------------------|---------------------------|
| Accrued Prepayments | 206                       | 100                            | 405                       |
| Prepaid insurance   | 0                         | 0                              | 0                         |
| Other               | 0                         | 0                              | 0                         |
| <b>Total</b>        | <b>206</b>                | <b>100</b>                     | <b>405</b>                |

## Note 6: Property, Plant and Equipment

### Cost of Property, Plant and Equipment

|                                   | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computers</i> | <i>Office Equipment</i> | <i>Infra - structure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Work in Progress</i> | <i>Total</i> |
|-----------------------------------|----------------------------|------------------|-------------------------------|------------------|-------------------------|--------------------------|-----------------------|-----------------------|-------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  | 816                        | 59               | 218                           | 327              | 305                     | 5                        | 3,886                 | 9                     | 934                     | 6,561        |
| Additions                         |                            |                  |                               |                  |                         |                          |                       |                       |                         |              |
| Disposals                         |                            |                  |                               |                  |                         |                          |                       |                       |                         |              |
| Transfers                         |                            |                  |                               |                  |                         |                          |                       |                       |                         |              |
| <b>Balance as at 30 June 2013</b> | <b>816</b>                 | <b>59</b>        | <b>218</b>                    | <b>327</b>       | <b>305</b>              | <b>5</b>                 | <b>3,886</b>          | <b>9</b>              | <b>934</b>              | <b>6,561</b> |

|                                   | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computers</i> | <i>Office Equipment</i> | <i>Infra - structure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Work in Progress</i> | <i>Total</i> |
|-----------------------------------|----------------------------|------------------|-------------------------------|------------------|-------------------------|--------------------------|-----------------------|-----------------------|-------------------------|--------------|
| <b>Balance as at 30 June 2013</b> | 816                        | 59               | 218                           | 327              | 305                     | 5                        | 3,886                 | 9                     | 934                     | 6,561        |
| Additions                         |                            |                  |                               |                  |                         |                          |                       |                       | 100                     |              |
| Disposals                         |                            |                  |                               |                  |                         |                          |                       |                       |                         |              |
| Transfers                         |                            |                  | (30)                          |                  |                         | (1)                      | (6)                   |                       |                         |              |
| <b>Balance as at 30 June 2014</b> | <b>816</b>                 | <b>59</b>        | <b>188</b>                    | <b>327</b>       | <b>305</b>              | <b>4</b>                 | <b>3,880</b>          | <b>9</b>              | <b>1,034</b>            | <b>6,624</b> |

### Accumulated Depreciation and Impairment Losses

|                                      | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computers</i> | <i>Office Equipment</i> | <i>Infra - structure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Work in Progress</i> | <i>Total</i> |
|--------------------------------------|----------------------------|------------------|-------------------------------|------------------|-------------------------|--------------------------|-----------------------|-----------------------|-------------------------|--------------|
| <b>Balance as at 1 July 2012</b>     | 360                        | 10               | 128                           | 280              | 233                     | 3                        | 3,753                 | 3                     |                         | 4,772        |
| Transfers                            |                            |                  |                               |                  |                         |                          |                       |                       |                         | 0            |
| Impairment Reserve 2012/13 (closing) |                            |                  |                               |                  |                         |                          |                       |                       |                         | 0            |
| Depreciation Expense 2012/13         |                            |                  |                               |                  |                         |                          | 0                     | 0                     |                         |              |
| Eliminate on Disposal 2012/13        |                            |                  |                               |                  |                         |                          |                       |                       |                         | 0            |
| <b>Balance as at 30 June 2013</b>    | <b>360</b>                 | <b>10</b>        | <b>128</b>                    | <b>280</b>       | <b>233</b>              | <b>3</b>                 | <b>3,753</b>          | <b>3</b>              |                         | <b>4,772</b> |

|                                      | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computers</i> | <i>Office Equipment</i> | <i>Infra - structure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Work in Progress</i> | <i>Total</i> |
|--------------------------------------|----------------------------|------------------|-------------------------------|------------------|-------------------------|--------------------------|-----------------------|-----------------------|-------------------------|--------------|
| <b>Balance as at 1 July 2013</b>     | 360                        | 10               | 128                           | 280              | 233                     | 3                        | 3,753                 | 3                     |                         | 4,772        |
| Transfers                            |                            |                  | (30)                          |                  |                         | (1)                      | (6)                   |                       |                         | (37)         |
| Impairment Reserve 2013/14 (closing) |                            |                  |                               |                  |                         |                          |                       |                       |                         | 0            |
| Depreciation Expense 2013/14         | 64                         | 4                | 30                            | 35               | 13                      | 2                        | 52                    | 1                     |                         | 201          |
| Eliminate on Disposal 2013/14        |                            |                  |                               |                  |                         |                          |                       |                       |                         | 0            |
| <b>Balance as at 30 June 2014</b>    | <b>424</b>                 | <b>15</b>        | <b>128</b>                    | <b>316</b>       | <b>247</b>              | <b>4</b>                 | <b>3,799</b>          | <b>4</b>              |                         | <b>4,936</b> |

|                                    |            |           |           |           |           |          |              |          |              |              |
|------------------------------------|------------|-----------|-----------|-----------|-----------|----------|--------------|----------|--------------|--------------|
| <b>Net Book value 30 June 2013</b> | <b>456</b> | <b>49</b> | <b>90</b> | <b>47</b> | <b>72</b> | <b>0</b> | <b>3,799</b> | <b>4</b> |              | <b>1,789</b> |
| <b>Net Book value 30 June 2014</b> | <b>392</b> | <b>44</b> | <b>60</b> | <b>12</b> | <b>59</b> | <b>1</b> | <b>81</b>    | <b>5</b> | <b>1,034</b> | <b>1,687</b> |

## Note 7: Intangible Assets

|                                   | <i>Computer Software</i> | <i>Intangible Assets Under Development</i> | <i>Total</i> |
|-----------------------------------|--------------------------|--------------------------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  | 55                       |                                            | <b>55</b>    |
| Additions                         |                          |                                            |              |
| Disposals                         |                          |                                            |              |
| Transfers                         |                          |                                            |              |
| <b>Balance as at 30 June 2013</b> | <b>55</b>                |                                            | <b>55</b>    |

|                                   | <i>Computer Software</i> | <i>Intangible Assets Under Development</i> | <i>Total</i> |
|-----------------------------------|--------------------------|--------------------------------------------|--------------|
| <b>Balance as at 30 June 2013</b> | 55                       |                                            | 55           |
| Additions                         |                          |                                            |              |
| Disposals                         |                          |                                            |              |
| Transfers                         |                          |                                            |              |
| <b>Balance as at 30 June 2014</b> | <b>55</b>                |                                            | <b>55</b>    |

## Accumulated Amortization and Impairment Losses

|                                                             | <i>Computer Software</i> | <i>Intangible Assets Under Development</i> | <i>Total</i> |
|-------------------------------------------------------------|--------------------------|--------------------------------------------|--------------|
| <b>Balance as at 1 July 2012</b>                            | 53                       |                                            | 53           |
| Transfers                                                   |                          |                                            |              |
| Eliminate on Disposal/Derecognition 2012/13                 |                          |                                            |              |
| Amortization Expense 2012/13                                |                          |                                            |              |
| Impairment Reserve 2012/13 (closing balance 12/13) Allocate |                          |                                            |              |
| <b>Balance as at 30 June 2013</b>                           | <b>53</b>                |                                            | <b>53</b>    |

|                                                             | <i>Computer Software</i> | <i>Intangible Assets Under Development</i> | <i>Total</i> |
|-------------------------------------------------------------|--------------------------|--------------------------------------------|--------------|
| <b>Balance as at 1 July 2013</b>                            | 53                       |                                            | 53           |
| Transfers                                                   |                          |                                            |              |
| Eliminate on Disposal/Derecognition 2013/14                 |                          |                                            |              |
| Amortization Expense 2013/14                                |                          |                                            |              |
| Impairment Reserve 2013/14 (closing balance 12/13) Allocate |                          |                                            |              |
| <b>Balance as at 30 June 2014</b>                           | <b>53</b>                |                                            | <b>53</b>    |

|                                    |          |  |          |
|------------------------------------|----------|--|----------|
| <b>Net Book value 30 June 2013</b> | <b>2</b> |  | <b>2</b> |
|------------------------------------|----------|--|----------|

|                                    |          |  |          |
|------------------------------------|----------|--|----------|
| <b>Net Book value 30 June 2014</b> | <b>2</b> |  | <b>2</b> |
|------------------------------------|----------|--|----------|

### Note 8: Trade Payables, Other Payables and Accruals

|                                                         | Current    | Non-Current | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------------------------|------------|-------------|----------------------------|---------------------------------|----------------------------|
| Creditors                                               | 193        |             | 193                        | 204                             | 718                        |
| Creditors Ministries/Portfolios                         |            |             | 0                          | 2                               | 2                          |
| Creditors other government agencies                     |            |             | 0                          | 12                              | 31                         |
| Payroll Deductions                                      | 111        |             | 111                        | -                               | (1)                        |
| Operating Lease                                         | 0          |             | 0                          | 112                             | 0                          |
| Accrued Expenses                                        | 415        |             | 415                        | -                               | 2,298                      |
| Accrued Expenses Ministries/Portfolios                  |            |             | 0                          | 411                             | 0                          |
| Accrued Expenses other government agencies              |            |             | 0                          | (147)                           | 0                          |
| Inter-entity due to                                     | 0          |             | 0                          | -                               | 0                          |
| Accrued Entity interest                                 | 0          |             | 0                          | -                               | 0                          |
| Capital Charge Payable                                  | 0          |             | 0                          | -                               | 0                          |
| Other payables                                          | 108        |             | 108                        | (1)                             | 60                         |
| <b>Total trade payables other payables and accruals</b> | <b>827</b> | <b>0</b>    | <b>827</b>                 | <b>701</b>                      | <b>3,109</b>               |

### Note 9: Employee Entitlements

|                                              | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                 | 337                        | 437                             | 380                        |
| Retirement and long service leave            | 530                        | -                               | 594                        |
| Accrued salaries                             | 0                          | 680                             | 0                          |
| Travel                                       | 0                          | -                               | 0                          |
| <b>Total current portion</b>                 | <b>867</b>                 | <b>1,117</b>                    | <b>975</b>                 |
| <i>Non-current employee entitlements are</i> |                            |                                 |                            |
| Retirement and long service leave            |                            |                                 |                            |
| <b>Total employee entitlements</b>           | <b>867</b>                 | <b>1,117</b>                    | <b>975</b>                 |

#### Note 10: Sales of Goods and Services

| Revenue type                             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual \$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------|----------------------------|------------------------------|----------------------------|
| Output to Cabinet                        | 29,982                     | 34,436                       | 39,325                     |
| Output to other government agencies      | 0                          | 0                            | 45,                        |
| Fees and charges                         | 277                        | 136                          | 123                        |
| General sales                            | 19                         | 26                           | 32                         |
| Rentals                                  | 13                         | 0                            | 0                          |
| Other                                    | 26                         | 51                           | 38                         |
| <b>Total sales of goods and services</b> | <b>30,318</b>              | <b>34,649</b>                | <b>39,564</b>              |

#### Note 11: Personnel Costs

|                                | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual \$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------|----------------------------|------------------------------|----------------------------|
| Salaries, wages and allowances | 11,383                     | 13,819                       | 14,339                     |
| Health care                    | 2,204                      | 2,535                        | 2,035                      |
| Pension                        | 604                        | 706                          | 726                        |
| Leave                          | 0                          | 387                          | 190,                       |
| Other personnel related costs  | 13                         | 59                           | 371                        |
| <b>Total Personnel Costs</b>   | <b>14,203</b>              | <b>17,507</b>                | <b>17,663</b>              |

#### Note 12: Supplies and Consumables

|                                       | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual \$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------|----------------------------|------------------------------|----------------------------|
| Supplies and Material                 | 423                        | 254                          | 317                        |
| Purchase of services                  | 11,112                     | 10,988                       | 13,280                     |
| Lease of Property and Equipment       | 1,144                      | 1,146                        | 1,519                      |
| Utilities                             | 722                        | 581                          | 654                        |
| General Insurance                     | 260                        | 434                          | 421                        |
| Interdepartmental expenses            | 115                        | 109                          | 121                        |
| Travel and Subsistence                | 530                        | 517                          | 886                        |
| Recruitment and Training              | 269                        | 244                          | 0                          |
| Other                                 | 1,299                      | 1,780                        | 2,497                      |
| <b>Total Supplies and Consumables</b> | <b>15,874</b>              | <b>16,052</b>                | <b>19,698</b>              |

**Note 13: Litigation Cost**

|                              | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual \$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------|----------------------------|------------------------------|----------------------------|
| Legal Fees                   | 33                         | 34                           | 123                        |
| <b>Total Litigation cost</b> | <b>33</b>                  | <b>34</b>                    | <b>123</b>                 |

**Note 14: Gain/(Loss) on foreign exchange transactions**

|                                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual \$000 | 2011/12<br>Actual<br>\$000 |
|-----------------------------------------------------------|----------------------------|------------------------------|----------------------------|
| Gains/(loss) on foreign exchange transaction              | 2                          | 2                            | 207                        |
| <b>Total Gains/(loss) on foreign exchange transaction</b> | <b>2</b>                   | <b>2</b>                     | <b>207</b>                 |

**Note 15: Reconciliation of Net Cash Flows from Operating Activities to Surplus/(Deficit)**

|                                                   | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Surplus/(deficit) from ordinary activities</b> | 0                          | 0                               | 400                        |
| <b>Non-cash movements</b>                         |                            |                                 | 0                          |
| Depreciation expense                              | 201                        | 1,201                           | 1,548                      |
| Impairment                                        | 0                          | 0                               | 0                          |
| (Gain)/losses on sale of property plant and       | 0                          | 0                               | 3                          |
| <b>Changes in current assets and liabilities:</b> |                            |                                 |                            |
| (Increase)/decrease in receivables - Cabinet      | (386)                      | (608)                           | 7,50                       |
| (Increase)/decrease in other current assets       |                            | (775)                           | (3,423)                    |
| (Increase)/decrease in payables                   |                            | 1,891                           | (156)                      |
| (Increase)/decrease in inventories                |                            |                                 | 32                         |
| (Increase)/decrease in provisions relating to     |                            |                                 | 190                        |
| <b>Net cash flows from operating activities</b>   | <b>(184)</b>               | <b>1,710</b>                    | <b>6,130</b>               |



**Note 17: Related Party and Key Management Personnel Disclosures**

|                                                  | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Salaries, and other short-term employee benefits | 1,736                               | 1,568                                    | 1,403                               |
| Past employee benefits                           |                                     |                                          |                                     |
| Other long-term benefits                         |                                     |                                          |                                     |
| Termination benefits                             |                                     |                                          |                                     |
| Loans                                            |                                     |                                          |                                     |
| <b>Total</b>                                     | <b>1,736</b>                        | <b>1,403</b>                             | <b>1,568</b>                        |

## **Note 18: Financial Instrument Risks**

The Ministry of District Administration, Tourism and Transport is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

### **Credit Risk**

In the normal course of its business the Ministry of District Administration, Tourism and Transport is subject to credit risk from debtors other than the Cabinet. The Ministry of District Administration, Tourism and Transport does not have significant concentrations of credit risk for its other financial instruments.

### **Currency and Interest Rate Risk**

The Ministry of Ministry of District Administration, Tourism and Transport has no significant exposure to currency exchange loss risk and interest rate risk.

### **Liquidity Risk**

In meeting its liquidity requirements, the Ministry of District Administration, Tourism and Transport closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry of Ministry of District Administration, Tourism and Transport maintains a target level of available cash to meet liquidity requirements.

# ANNUAL BUDGET STATEMENT

MINISTRY OF PLANNING, LANDS,  
AGRICULTURE, HOUSING AND  
INFRASTRUCTURE

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

7. Nature and Scope of Activities
8. Strategic Ownership Goals
9. Ownership Performance Targets
10. Equity Investments and Withdrawals

### **PART B: Output Performance**

11. Outputs to be Delivered
12. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

---

**Honourable D. Kurt Tibbetts, OBE, JP**  
**Minister**

Ministry of Planning, Lands, Agriculture,  
Housing and Infrastructure

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Mr. Alan Jones, MRICS**  
**Chief Officer**

Ministry of Planning, Lands, Agriculture,  
Housing and Infrastructure

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

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### GENERAL NATURE OF ACTIVITIES

The Ministry of Planning, Lands, Agriculture, Housing and Infrastructure funds, develops, and monitors the implementation of policy, legislation and services in the areas of, infrastructure, management of Crown estates and public buildings, agriculture and petroleum inspection.

The departments and units within its remit include: Ministry of PLAH&I – Admin; Planning; Lands and Survey, Agriculture, Temporary Housing Initiative ; Postal Services; Facilities Management; Public Works; Vehicle and Drivers Licensing; Vehicle and Equipment Services; and Petroleum Inspectorate.

The authorities, boards and committees within its remit include: Electricity Regulatory Authority, Information and Communications Technology Authority, Water Authority, National Roads Authority, National Housing and Development Trust, Animal Welfare Advisory Committee, Veterinary Board, Assessment Committee (Roads), Land Surveyor's Board.

### SCOPE OF ACTIVITIES

The scope of activities for the Planning, Lands, Agriculture, Housing and Infrastructure is as follows:

#### Human and Environmental Health and Safety

- Enforcement of building control standards
- Conduct regulatory activities in accordance with several Laws, to protect the islands' natural and cultivated flora and fauna and to indirectly protect the wellness of the resident human population
- Enforcement of high standards of food and water quality, pest control waste management, air emissions, occupational health and safety
- Maintenance of government roads and vehicles

#### Provision of Support of Infrastructure

- Maintenance of an accurate and up to date land information system
- Provision of policy advice and administrative support to the Ministry on scientific, technical and strategic matters relating to the agricultural sector
- Provision of agricultural, horticultural, livestock, aquaculture and veterinary medical services to support a modern, sustainable and diversified agricultural sector
- GIS: The Systems Section provides new GIS solutions and is developing (and maintaining) a networked GIS. The Production Unit (part of the Survey and Mapping Section) uses the GIS to provide mapping products for statutory purposes and for sale to the public
- Ensuring the provision of reliable excellent and reasonably priced utility and communications services
- Promotion of e-commerce
- Provision of quality postal services
- Provision of quality roads within the islands

### **Support Services for the Whole of Government**

- Property valuations
- Leases and compensation matters
- Acquisition and disposal of crown estate
- Property management and security
- Preparation of Development Plans for Grand Cayman
- Natural hurricane response
- Oversee the maintenance of gardens surrounding public buildings and provision of potted plants for decorative purposes
- Provision of all government land surveying work including the maintenance of an island-wide control network
- Postal and mail delivery services
- Vehicle procurement and maintenance

### **Collection of Government Revenues**

- Stamp duty on land transfers
- Planning fees
- Infrastructure fees
- Building permit fees
- Agricultural supplies and equipment fees
- Postal revenue
- Electricity royalties
- Broadcasting fees and royalties
- Infrastructure fees
- Water royalties

### **CUSTOMERS AND LOCATION OF ACTIVITIES**

Customers of the Ministry are wide ranging and include residents, Cabinet, and visitors as well as commercial, private and public sector entities, both internationally and on a local level

Great emphasis being placed on the provision of data and other services via the Lands and Survey departmental website [www.caymanlandinfo.ky](http://www.caymanlandinfo.ky)

Activities take place on the three islands of Grand Cayman, Cayman Brac and Little Cayman



## STRATEGIC OWNERSHIP GOALS

---

The key strategic ownership goals for the Ministry of District Administration, Tourism and Transport for the 2013/14 and the subsequent two years are as follows:

The key strategic ownership goals for the *Ministry of Planning, Lands, Agriculture, Housing and Infrastructure* in 2013/14 and the subsequent two years are as follows:

- To continue to work with the Ministry's departments and agencies to provide a cohesive, co-coordinated body of policies relating to the various Ministry subject areas, with the goal of providing the necessary legislative and policy framework to help the Cayman Islands plan and grow.
- To provide Facilities Management services for the new Government Office Accommodation building that has become the new home for Government's administration and financial services;
- Develop and implement financial reporting and monitoring systems to assist the organization in providing greater value for money with a cost containment focus;
- Development of training programs and succession plans for the advancement of Caymanians within the Ministry;
- To ensure staff complement, training and equipment are in accordance with industry standards;
- Encouragement of a performance based organization that appreciates and recognizes exceptional work;
- Expand provision of value added services for customers of postal services; and
- Provide land and building valuations for all government properties.

## 2. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of District Administration, Tourism and Transport for the 2013/14 financial year are as follows:

| <b>Financial Performance Measure</b>                                             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Unaudited<br/>Actuals</b> |
|----------------------------------------------------------------------------------|---------------------------|------------------------------------------|
|                                                                                  | <b>\$</b>                 | <b>\$</b>                                |
| Revenue from Cabinet                                                             | 34,218,799                | 35,544,289                               |
| Revenue from ministries, portfolios, statutory authorities, government companies | 1,223,645                 | 775,418                                  |
| Revenue from others                                                              | 8,652,883                 | 9,457,701                                |
| Surplus/deficit from outputs                                                     | 99,145                    | 1,370,970                                |
| Ownership expenses                                                               | 43,996,182                | 44,406,439                               |
| Operating Surplus/Deficit                                                        | 99,145                    | 1,370,970                                |
|                                                                                  |                           |                                          |
| Net Worth                                                                        | 45,636,748                | 26,850,651                               |
|                                                                                  |                           |                                          |
| Cash flows from operating activities                                             | 1,200,192                 | 2,418,422                                |
| Cash flows from investing activities                                             | (542,575)                 | -                                        |
| Cash flows from financing activities                                             | 443,430                   | (1,100,970)                              |
| Change in cash balances                                                          | 1,101,047                 | 1,317,452                                |

| <b>Financial Performance Ratio</b>                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Unaudited<br/>Actuals</b> |
|-------------------------------------------------------|---------------------------|------------------------------------------|
|                                                       | <b>\$</b>                 | <b>\$</b>                                |
| Current Assets: Current Liabilities (Working Capital) | 518%                      | 254%                                     |
| Total Assets: Total Liabilities                       | 989%                      | 638%                                     |

| <b>Physical Capital Measures</b>                   | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Unaudited<br/>Actuals</b> |
|----------------------------------------------------|---------------------------|------------------------------------------|
|                                                    |                           | <b>\$</b>                                |
| Value of total assets                              | 20,898,509                | 19,136,943                               |
| Asset replacements: total assets                   | 2%                        | 3%                                       |
| Book value of assets: initial cost of those assets | 64%                       | 68%                                      |
| Depreciation: cash flow on asset purchases         | 201%                      | 199%                                     |
| Changes to asset management policies               |                           |                                          |

## MAINTENANCE OF CAPABILITY

|                                               | 2013/14<br>BUDGET | 2012/13<br>Actual |
|-----------------------------------------------|-------------------|-------------------|
| <b>HUMAN CAPITAL MEASURES</b>                 |                   |                   |
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYEED    |                   |                   |
| <b>STAFF TURNOVER (%)</b>                     |                   |                   |
| MANAGERS                                      |                   |                   |
| PROFESSIONAL AND TECHNICAL STAFF              |                   |                   |
| CLERICAL AND LABOURER STAFF                   |                   |                   |
| <b>AVERAGE LENGTH OF STAY</b>                 |                   |                   |
| MANAGERS                                      |                   |                   |
| PROFESSIONAL AND TECHNICAL STAFF              |                   |                   |
| CLERICAL AND LABOURER STAFF                   |                   |                   |
| <b>CHANGES TO PERSONNEL MANAGEMENT SYSTEM</b> |                   |                   |

|                                             | 2013/14<br>BUDGET<br>% | 2012/13<br>Actual<br>% |
|---------------------------------------------|------------------------|------------------------|
| <b>PHYSICAL CAPITAL MEASURES</b>            |                        |                        |
| VALUE OF TOTAL ASSETS                       |                        |                        |
| ASSET REPLACEMENTS : TOTAL ASSETS           |                        |                        |
| BOOK VALUE OF ASSETS : COST OF THOSE ASSETS |                        |                        |
| DEPRECIATION : CASH FLOW ON ASSET PURCHASES |                        |                        |
| CHANGES TO ASSET MANAGEMENT POLICES         |                        |                        |

| Major <u>New</u> Entity Capital Expenditure for the Year | 2013/14<br>Budget<br>\$ |
|----------------------------------------------------------|-------------------------|
| Multifunction Printer/Copier/Scanner                     | 26,295                  |
| Replacement vehicle - Animal Control                     | 54,500                  |
| Abattoir Equipment                                       | 75,000                  |
| <b>Total Agriculture</b>                                 | <b>155,795</b>          |
| Vehicle Replacement                                      | 28,000                  |
| <b>Total Petroleum Inspectorate</b>                      | <b>28,000</b>           |
| Color Photocopier                                        | 18,000                  |
| Photo ID Printer                                         | 12,000                  |
| <b>Total Vehicle Licensing</b>                           | <b>30,000</b>           |
| Tide Gauge                                               | 4,500                   |
| VM Licenses                                              | 10,000                  |
| NGIS Map Processing Servers                              | 45,000                  |
| <b>Total Lands and Survey</b>                            | <b>59,500</b>           |
| Computer Workstations -                                  | 15,000                  |
| <b>Total Planning</b>                                    | <b>15,000</b>           |
| Ricoh Multifunction Copier - SMB Post Office             | 13,000                  |
| Stamp Cancelling Machine - SMB Post Office               | 12,000                  |
| Ricoh Multifunction Copier - West End Post Office        | 9,000                   |
| Security System Upgrade - West Bay Post Office           | 15,500                  |
| Stamp Sorting Machine                                    | 50,000                  |
| <b>Total Postal</b>                                      | <b>99,500</b>           |
| Replace 6 vehicles                                       | 114,780                 |
| 4 door full size Pick up (work trucks)                   | 40,000                  |
| <b>Total Public Works</b>                                | <b>154,780</b>          |
| Multifunction Printer/Copier/Scanner                     | 26,295                  |
| Replacement vehicle - Animal Control                     | 54,500                  |
|                                                          |                         |
| <b>TOTAL FOR ENTITY ASSETS</b>                           | <b>542,575</b>          |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the Portfolio                                                                                          | Change in status from 2012/13                                                  | Actions to manage risk                                                                                                                                                  | Financial value of risk |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Loss of Key personnel                                                                                                     | The Ministry now has a Chief HR manager to assist in staffing issues/retention | Cross-training of staff to avoid loss of time if someone left employment<br><br>Counseling and Training                                                                 | Unquantifiable          |
| Loss of staff that are on fixed-term contract.                                                                            | Significant change                                                             | Encourage and support staff to further their education by attending Civil Service College, UCCI or other recognized institutions in order to improve their capabilities | Unquantifiable          |
| Loss of fixed/capital assets, due to natural disasters                                                                    | No change                                                                      | Insurance coverage under Risk Management<br>Implementing disaster preparedness procedures                                                                               | Unquantifiable          |
| Lack of qualified/skilled persons within the local labour force to fill key positions within the Ministry and Departments | No change                                                                      | Attempts to cross train and further develop incumbent staff. Ministry and/or Department(s) may have to look to the foreign labour market for certain suitable staff     | Unquantifiable          |
| Work related injuries to persons                                                                                          | No change                                                                      | Training and implementation of safety standards for heavy equipment machinery and workforce personnel                                                                   | Unquantifiable          |

|                                                                                                                                      |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |
|--------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Public liability due to the nature of activities of the Public Works Department and the Department of Vehicle and Equipment Supplies | No change | <ul style="list-style-type: none"> <li>• Adequate insurance coverage</li> <li>• Legal vetting of all contracts with external parties to ensure adequate protection</li> <li>• “Round Table” consultation between senior managers for addressing exposure on larger projects</li> <li>• Quality assurance review on all large projects.</li> <li>• Implement driver-training courses</li> <li>• Disciplinary action for staff not demonstrating due care</li> <li>• Appropriate training in operation of vehicle or equipment to reduce operational misuse</li> </ul> |              |
| Natural disasters, (in particular hurricanes) leading to loss of assets.                                                             | No change | <ul style="list-style-type: none"> <li>• Ensure all assets adequately covered by insurance and maintenance of a complete and accurate assets register</li> <li>• Adherence to the Civil Service's instructions on Hurricane Preparedness Activities</li> </ul>                                                                                                                                                                                                                                                                                                       | \$24,000,000 |

| Key risks faced by the Portfolio                                                                          | Change in status from 2012/13                 | Actions to manage risk                                                                                                                                                                                              | Financial value of risk                                                               |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Natural disasters leading to curtailed/interrupted operations                                             | No change.                                    | <ul style="list-style-type: none"> <li>Adherence to Civil Service's instructions on Hurricane Preparedness Activities</li> <li>Maintenance of backup communications equipment</li> </ul>                            |                                                                                       |
| Loss of key personnel                                                                                     | No change                                     | <ul style="list-style-type: none"> <li>Formulation of a succession plan for key staff, including understudy programmes</li> <li>Use of acting appointments to ensure staff is exposed to different roles</li> </ul> | Undefined                                                                             |
| Loss of CIG's computer network                                                                            | No change                                     | Outside departmental control                                                                                                                                                                                        | Unquantifiable                                                                        |
| Successful claim for indemnification under the Registered Land Law.                                       | None                                          | Staff training and awareness                                                                                                                                                                                        | Legal costs can be extensive. General damages could be very significant               |
| Damage to buildings by natural disasters, fire, flooding, natural deterioration and burglary or vandalism | No change                                     | Maintain older buildings as funding permits. Keep security systems operational and                                                                                                                                  | Undefined loss of business and revenue and/or increased expenditure                   |
| Damage resulting from the illegal shipment of dangerous substances such as Anthrax through the mail       | This is always a threat of a high probability | Protective gloves for staff usage and supplies to contain suspicious items are kept in stock in each postal facility                                                                                                | Undefined financial cost to operations and undetermined injury to staff or the public |
| Work related injuries to staff                                                                            | No change.                                    | Introduction, training and implementation of safety standards for staff                                                                                                                                             | Undetermined injury to staff or property                                              |
| Lawsuit for defamation                                                                                    | None                                          | Continuous sensitization of host and a delay system                                                                                                                                                                 | Undetermined                                                                          |
| Natural Disasters (especially hurricanes)                                                                 | None                                          | Increased Awareness and Preparedness                                                                                                                                                                                | Undetermined                                                                          |
|                                                                                                           |                                               |                                                                                                                                                                                                                     |                                                                                       |

### 3. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                                                                                      | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|----------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure         | 542,575                 | \$1,100,000             |
| Capital (Equity) Withdrawal by Cabinet from the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure |                         |                         |



## PART B

# OUTPUT PERFORMANCE

#### 4. OUTUTS TO BE DELIVERED

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |                |                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|----------------|
| MPA 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Policy Advice | \$144,386      |                |
| 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, broadcasting of news and information, upkeep of parks and cemeteries, environmental health, control of mosquitoes, agriculture, management of Crown Estate and land survey regulation, land titles information, and management of public buildings. |               |                |                |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |               | 2013/14 Budget | 2012/13 Actual |
| Quantity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |               |                |                |
| • Number of cabinet papers                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |               | 90-110         | 70-80          |
| • Number of minister briefings                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               | 100-120        | 75-85          |
| • Number of parliamentary answers                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |               | 1-3            | 1-3            |
| • Instructions on legislative motions                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               | 3-6            | 3-6            |
| • Number of bills and reports per meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                            |               | 4-8            | 4-8            |
| Quality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |               |                |                |
| • All cabinet papers to be reviewed and signed off by the Hon. Minister or the Chief Officer                                                                                                                                                                                                                                                                                                                                                                                                         |               | 100%           | 100%           |
| • All advice or analysis for parliamentary answers will be sought from qualified sources and signed off by the Hon. Minister or the Chief Officer                                                                                                                                                                                                                                                                                                                                                    |               | 100%           | 100%           |
| • Cabinet Papers will comply with Cabinet instructions and policies                                                                                                                                                                                                                                                                                                                                                                                                                                  |               | 100%           | 100%           |
| • Legislation will be accurate and in alignment with the desires of the Government                                                                                                                                                                                                                                                                                                                                                                                                                   |               | 100%           | 100%           |
| • Gender mainstreaming initiatives will be carried out by qualified personnel                                                                                                                                                                                                                                                                                                                                                                                                                        |               | 100%           | 100%           |
| Timeliness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |               |                |                |
| • Cabinet submissions will be in line with the Cabinet’s deadline                                                                                                                                                                                                                                                                                                                                                                                                                                    |               | 95%            | 95%            |
| • Legislative Motions and Bills – within specified time frame for required meetings of the Legislative Assembly                                                                                                                                                                                                                                                                                                                                                                                      |               | 95%            | 95%            |
| • Ministers Cabinet instructions will be actioned within a time frame agreed                                                                                                                                                                                                                                                                                                                                                                                                                         |               | 95%            | 95%            |
| • Gender mainstreaming initiatives conducted throughout the financial year                                                                                                                                                                                                                                                                                                                                                                                                                           |               | 95%            | 95%            |
| Location                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |               |                |                |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               | 100%           | 100%           |
| Cost                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |               |                |                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               | \$144,386      | \$60,103       |
| Related Broad Outcome:                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |               |                |                |
| 5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |                |                |



|                                                                                                                                                                                                                                                                                                                                     |                           |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>MPA 3</b>                                                                                                                                                                                                                                                                                                                        | <b>Project Management</b> | <b>\$28,484</b>           |
| <b>Description</b>                                                                                                                                                                                                                                                                                                                  |                           |                           |
| Execution and monitoring of Special Projects for the Minister Planning, Lands, Agriculture, Housing and Infrastructure covering attendance at meetings, and preparation of plans and reports.                                                                                                                                       |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                     |                           |                           |
| Total Number of hours executing and monitoring Special Projects: <ul style="list-style-type: none"> <li>National Energy Policy</li> <li>National Food Security Policy</li> <li>Roads Law</li> <li>CARDI</li> </ul>                                                                                                                  | 1,250-2,500               | n/a                       |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Chief Officer will approve terms of reference</li> <li>Multi – disciplinary approach will be taken to all projects</li> <li>Projects will be overseen by the Chief Project Manager within the Ministry of Lands, Agriculture, Planning, Infrastructure and Housing</li> </ul> | 100%<br>100%<br>100%      | n/a<br>n/a<br>n/a         |
| <b>Timeliness</b><br>Expected completion 2014                                                                                                                                                                                                                                                                                       | 100%                      | n/a                       |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                     |                           |                           |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                         | <b>\$28,484</b>           | <b>\$0</b>                |
| <b>Related Broad Outcome:</b>                                                                                                                                                                                                                                                                                                       |                           |                           |
| 5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                     |                           |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                              |                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|
| <b>MPA 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Facilities Management</b> | <b>\$5,255,991</b>    |
| <b>Description:</b><br>Provision of Facilities Management service for multi-user Government Buildings <ul style="list-style-type: none"> <li>• Government Administration Building (GAB)</li> <li>• Cayman Islands Environmental Centre (CIEC)</li> <li>• Town Hall and Civic Centres</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                              |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of service calls actioned</li> <li>• Number of inspections completed</li> <li>• Number of contracts managed</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>• All service calls actioned and inspections of government buildings are signed off by the Facilities Manager.</li> <li>• All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Weekly inspection of each site and preparation of maintenance schedule once per year</li> <li>• Service calls:               <ul style="list-style-type: none"> <li>o Emergency calls – action immediately</li> <li>o High Priority calls – action within 24 hours</li> <li>o Normal Priority calls – action within three to five days</li> </ul> </li> <li>• Expected outcomes are delivered within the timeframe stipulated in all contracts</li> </ul><br><b>Location</b><br><br>Grand Cayman<br><br><br><b>Cost</b> | <b>2013/14 Budget</b>        | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 650-700                      | 650-700               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 950-1,000                    | 950-1,000             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 50-60                        | 50-60                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                      | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 90-100%                      | 90-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                      | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                      | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                      | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                         | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$5,255,991</b>           | <b>\$5,440,622</b>    |
| <b>Related Broad Outcome:</b><br><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                              |                       |

*Note: The total cost of supplying this output is \$5,869,279. However, the revenue of \$577,000 from government agencies and \$36,288 from third parties reduce the cost to Cabinet to \$5,255,991.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                       |                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>MPA 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Administration of Temporary Housing Initiative</b> | <b>\$54,298</b>                                                                                             |
| <b>Description</b><br>Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including: <ul style="list-style-type: none"> <li>• Organising the maintenance of the Government owned units</li> <li>• Collecting rental payments from tenants</li> <li>• Coordinating with tenants regarding relocation to permanent property solutions</li> <li>• Coordinating relevant social programmes for tenants</li> </ul> |                                                       |                                                                                                             |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of temporary housing units administered and/or maintained<br><br><b>Quality</b><br>Housing activity prioritised and completed in accordance with priorities established by Cabinet<br><br><b>Timeliness</b><br>Housing activity completed in accordance with timeliness established by Ministry<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b>                                                                      |                                                       | <b>2013/14<br/>Budget</b><br><br>6<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$54,298</b>   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                       | <b>2012/13<br/>Actual</b><br><br>20<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$264,360</b> |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                       |                                                                                                             |

*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.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                   |                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <b>AGR 21</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Agricultural Sales Service</b> | <b>\$1,312,538</b>                                                                                                                  |
| <b>Description</b><br>Provide agricultural supplies to farmers, backyard gardeners and the general public in to promote agricultural production: <ul style="list-style-type: none"> <li>• Livestock feed</li> <li>• Fertilizer</li> <li>• Pesticides, (e.g. insecticides, fungicides, herbicides, nematocides and acaricides)</li> <li>• Miscellaneous items, (e.g. backpack sprayers and spare parts, plant pots and bags, irrigation hose and drippers poultry feeders &amp; waterers, electric fencing, fence posts and barbed wire.</li> </ul>                                                                                                                                                                                                                                                                                      |                                   |                                                                                                                                     |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of sale transactions processed</li> <li>• Number of orders processed</li> </ul><br><b>Quality</b><br>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.<br><br><b>Timeliness</b><br>Grand Cayman: <ul style="list-style-type: none"> <li>• Service available to customer 8.5 hours per day Monday, Tuesday, Thursday, Friday (closed Wednesday) and 4.5 hours on Saturday.</li> </ul> Cayman Brac: <ul style="list-style-type: none"> <li>• Service available to customer 7.5 hours per day Monday-Friday</li> </ul><br><b>Location</b><br>Grand Cayman and Cayman Brac<br><br><b>Cost</b> |                                   | <b>2013/14<br/>Budget</b><br><br>25,000-30,000<br>180-220<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$1,312,538</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                   | <b>2012/13<br/>Actual</b><br><br>28,576<br>190<br><br>100%<br><br>100%<br><br>100%<br><br>100%<br><br><b>\$1,202,439</b>            |
| <b>Related Broad Outcome:</b><br><br>11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                   |                                                                                                                                     |

*Note: The total cost of supplying this output is \$2,987,538. However, the revenue of \$1,675,000 from third parties reduces the cost to Cabinet to \$1,312,538.*

|                                                                                                                                                                                                               |                                                   |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------|
| <b>AGR 22</b>                                                                                                                                                                                                 | <b>Garden Maintenance and Decorative Services</b> | <b>\$106,876</b>          |
| <b>Description</b><br>Provision of a plant decorative service for government entities and Non-Government Organizations (NGO's).                                                                               |                                                   |                           |
| <b>Measures</b>                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>                         | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br><b>Decorative Services</b> <ul style="list-style-type: none"> <li>Small decoration</li> <li>Medium decoration</li> <li>Large decoration</li> </ul>                                         | 75-85<br>20-25<br>8-10                            | 96<br>25<br>12            |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Service provided is in accordance with customer's requirement</li> <li>All services carried out according to internal departmental standards</li> </ul> | 95-100%<br>90-100%                                | 95%<br>90%                |
| <b>Timeliness</b><br>Service provided meets all timeframes agreed with customer                                                                                                                               | 90-100%                                           | 95%                       |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                               | 100%                                              | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                   | <b>\$106,876</b>                                  | <b>\$116,454</b>          |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country                                                                                               |                                                   |                           |

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



|                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                         |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------|
| <b>AGR 24</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Plant Health, Regulatory and Inspection Services</b> | <b>\$523,341</b>          |
| <b>Description</b><br>Administration of programmes to regulate the import and export of plants, plant products and aggregate.<br>Administration of programmes to detect and prevent the entry, establishment and spread of new plant pests.<br>Administration of programmes to identify, prevent the spread and manage existing plant pests.<br>Activities to regulate the importation and promote the safe use, handling and storage of pesticide products. |                                                         |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>2013/14<br/>Budget</b>                               | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                         |                           |
| <b><i>Issuance of Permits</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                         |                           |
| • Number of plant import permits and phyto-sanitary certificates issued                                                                                                                                                                                                                                                                                                                                                                                      | 400-500                                                 | 472                       |
| • Number of Aggregate import permits issued                                                                                                                                                                                                                                                                                                                                                                                                                  | 15-20                                                   | 17                        |
| <b><i>Programme to prevent the entry of new plant pests</i></b>                                                                                                                                                                                                                                                                                                                                                                                              |                                                         |                           |
| • Number of taskforce inspections                                                                                                                                                                                                                                                                                                                                                                                                                            | 120-150                                                 | 160                       |
| • Number of consignment inspections in customs warehouse                                                                                                                                                                                                                                                                                                                                                                                                     | 800-850                                                 | 929                       |
| • Number of baggage inspections                                                                                                                                                                                                                                                                                                                                                                                                                              | 4,500-5,000                                             | 4,820                     |
| • Number of Inspections (flights, cargo or mail) conducted by canine detector unit                                                                                                                                                                                                                                                                                                                                                                           | 3,000-3,500                                             | 2,770                     |
| • Number of visits to sentinel sites for fruit fly and other pest monitoring                                                                                                                                                                                                                                                                                                                                                                                 | 1,000-1,500                                             | 1,247                     |
| • Number of samples collected, processed and identified taxonomically                                                                                                                                                                                                                                                                                                                                                                                        | 450-500                                                 | 567                       |
| • Number of pest risk assessments conducted and completed                                                                                                                                                                                                                                                                                                                                                                                                    | 5-7                                                     | 6                         |
| <b><i>Programme to manage existing plant pests</i></b>                                                                                                                                                                                                                                                                                                                                                                                                       |                                                         |                           |
| • Number of samples collected, processed and identified for diagnostic purposes                                                                                                                                                                                                                                                                                                                                                                              | 240-300                                                 | 251                       |
| • Number of pest management projects                                                                                                                                                                                                                                                                                                                                                                                                                         | 2-3                                                     | 2                         |
| <b><i>Activities to regulate the use of pesticide products</i></b>                                                                                                                                                                                                                                                                                                                                                                                           |                                                         |                           |
| • Number of Letters of authorizations issued for importation of pesticide products                                                                                                                                                                                                                                                                                                                                                                           | 5-8                                                     | 4                         |

|                                                                                                                                                               |         |      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------|
| <b>Quality</b>                                                                                                                                                |         |      |
| <b>Issuance of Permits</b>                                                                                                                                    |         |      |
| • Plant/Aggregate import permits issued in compliance with local regulations                                                                                  | 100%    | 100% |
| • Plant phyto-sanitary certificates issued in compliance with regulations set by country of import                                                            | 100%    | 100% |
| <b>Programme to detect new plant pests</b>                                                                                                                    |         |      |
| • Plant inspections executed in compliance with departmental procedures                                                                                       | 100%    | 100% |
| • Percentage accuracy of detections made by canine detector unit                                                                                              | 90-95%  | 90%  |
| • Monitoring samples meet standard laboratory methods for collection and processing                                                                           | 90-100% | 95%  |
| • Samples (new pests) tentatively identified that are confirmed by an accredited laboratory.                                                                  | 90-95%  | 100% |
| • Pest risk assessments completed in accordance to Food and Agriculture Organization of the United Nations standards and signed-off by the Head of Department | 100%    | 100% |
| <b>Programme to manage existing plant pests</b>                                                                                                               |         |      |
| • Extension samples ( existing pests) tentatively identified and confirmed by an accredited laboratory.                                                       | 95-100% | 90%  |
| • Projects conducted in accordance with defined project proposals with clearly stated and agreed objectives.                                                  | 100%    | 100% |
| <b>Activities to regulate the use of pesticide products</b>                                                                                                   |         |      |
| • Letters of authorization for importation of pesticides issued based on detailed research, peer review and signed off by Head of Department.                 | 100%    | 100% |

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| <b>Timeliness</b>                                                                                         |                  |                  |
| <b>Issuance of Permits</b>                                                                                |                  |                  |
| • Maximum period between receipt of application and rendering a decision:                                 |                  |                  |
| o Previously imported products:- two working days.                                                        | 100%             | 100%             |
| o New products to be imported from country where no bi-lateral protocol exists: fourteen working days     | 100%             | 100%             |
| <b>Programme to detect/manage new and existing plant pests</b>                                            |                  |                  |
| • All consignment of plants inspected within 24 hours of arrival                                          | 100%             | 100%             |
| • All consignments of aggregate inspected within 24 hours of arrival                                      | 100%             | 100%             |
| • Sentinel sites visited:                                                                                 |                  |                  |
| • For general pest monitoring – Monthly GCM & CYB, every 2 months in LC                                   | 100%             | 90%              |
| • Fruit fly traps every 2 weeks                                                                           | 100%             | 90%              |
| • Maximum period between collection and processing of laboratory samples: 14 days                         | 100%             | 100%             |
| • Project reports to be submitted quarterly                                                               | 100%             | 100%             |
| <b>Activities to regulate the use of pesticide products</b>                                               |                  |                  |
| • Maximum time between receipt of request for authorization and issuance of a response: five working days | 100%             | 100%             |
| <b>Location</b>                                                                                           | 100%             | 100%             |
| Cayman Islands                                                                                            |                  |                  |
| <b>Cost</b>                                                                                               | <b>\$523,341</b> | <b>\$618,845</b> |
| <b>Related Broad Outcome:</b>                                                                             |                  |                  |
| 11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country                          |                  |                  |

*Note: The total cost of supplying this output is \$603,341. However, the revenue of \$80,000 from third parties reduces the cost to Cabinet to \$523,341.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                   |                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------|
| AGR 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Animal Welfare and Control Services                                               | \$290,833                                           |
| <b>Description</b> <ul style="list-style-type: none"><li>To reduce the number of stray and neglected animals</li><li>To educate residents on matters of animal welfare</li><li>To investigate complaints of inhumane treatment of animals</li><li>Inspection of licensed premises to ensure compliance with the conditions of their operating license</li></ul>                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                   |                                                     |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>2013/14<br/>Budget</b>                                                         | <b>2012/13<br/>Actual</b>                           |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of animals impounded</li><li>Number of animals euthanized</li><li>Number of animals returned/adopted</li><li>Number of public education/awareness events</li><li>Number of investigations conducted</li><li>Number of inspections of licensed premises</li><li>Number of revisits to ensure that breaches are corrected</li><li>Number of reports to Facility Managers</li><li>Number of reports to Animal Welfare Advisory Council</li></ul>                                                                                                                                                                                                                                      | 700-800<br>500-600<br>90-100<br>6-10<br>400-500<br>20-30<br>200-250<br>4-6<br>6-8 | 667<br>504<br>104<br>4<br>431<br>8<br>232<br>3<br>8 |
| <b>Quality</b> <ul style="list-style-type: none"><li>Maintenance and care of the animals impounded at the Department of Agriculture in accordance with established standard operating procedures</li><li>Animal euthanized in accordance with humane standards</li><li>All public awareness information well researched, current and relevant to the needs of the community, subject to internal review and approval by the Head of Department</li><li>Conducted in accordance with Animal Law, other relevant laws and established standard operating procedures</li><li>Inspections conducted by qualified persons and in accordance with Animals Law and supporting regulations.</li><li>Reports to be clear, concise and relevant</li></ul> | 98-100%<br>100%<br>100%<br>98-100%<br>100%<br>98-100%                             | 99%<br>100%<br>100%<br>98%<br>100%<br>100%          |

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| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Impounding of animals done within 12 hours of receipt of request</li> <li>• All Public Awareness events, approved by the Head of Department, conducted to agreed timelines</li> <li>• Investigations are done on a prioritized basis within 24 hours of receipt of a formal complaint</li> <li>• Case files prepared for Court submission according to agreed timeframes</li> <li>• Inspections conducted throughout the year</li> <li>• Reports delivered to Facility Managers no later than 30 days following inspection unless otherwise advised by the Head of Department</li> <li>• Quarterly Report submitted to the Animal Welfare Advisory Council on the 10th working day of the 1st month of the next quarter</li> </ul> | 85-100%          | 96%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%             | 90%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 85-100%          | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 90-100%          | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%             | 100%             |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$290,833</b> | <b>\$299,190</b> |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                  |

*Note: The total cost of supplying this output is \$298,833. However, the revenue of \$8,000 from third parties reduces the cost to Cabinet to \$290,833.*



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| <b>Quality</b> <ul style="list-style-type: none"> <li>All promotional, PR and public awareness information released to be approved by the Head of Department or Ministry as appropriate.</li> <li>All interviews and media events conducted by personnel approved by Head of Department or Ministry as appropriate.</li> <li>All technical, agri-business and marketing advice, training and logistical support to the sector and agricultural organizations to be provided by suitably qualified persons appropriate to the specific assignment.</li> <li>Where specific marketing, promotional, training or infrastructure development programmes are embarked upon, these shall have clearly defined outcomes and be approved by the Head of Department.</li> <li>All published statistics shall be based on sound data gathering procedures, accurate within the limits of the model and subject to internal peer review.</li> <li>All applications for registration, renewals and/or letters of support made under the Agricultural Membership Programme are to be processed in accordance with established published guidelines and operating procedures.</li> </ul> | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | N/A              | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>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.</li> <li>All written responses to the media are to be completed and be ready for approval by the Head of Department and submission to the Ministry within 3 working days.</li> <li>All projects and programmes coordinated, which provide marketing, agri-business, promotional, PR and logistical support services, are to be reported on quarterly.</li> <li>All training courses coordinated to be delivered in accordance with an agreed schedule.</li> <li>All statistical reports to be published within one month of the end of the quarter to which the information is applicable.</li> <li>All applications for registration, renewals and/or letters of support made under the Agricultural Membership Programme are to be processed within the timeframe established in the published guidelines and operating procedures.</li> </ul>                                                                                                     | 95-100%          | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%          | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%          | N/A              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
| <b>Location</b><br>Grand Cayman and Cayman Brac                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$421,426</b> | <b>\$441,963</b> |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                  |                  |

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

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| <b>AGR 27</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Crop Husbandry Services</b> | <b>\$541,232</b>      |
| <b>Description</b><br>Support registered farmers and backyard gardeners involving: <ul style="list-style-type: none"> <li>• Agricultural land clearing for registered farmers</li> <li>• Plant propagation services to farmers and backyard gardeners</li> <li>• Crop Husbandry Services, which involves pruning and chemical spraying for the management of pests and/or diseases, for registered farmers</li> <li>• Provision of technical advice and extension information to customers on matters relating to the proper care and maintenance of plants</li> </ul> |                                |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>2013/14 Budget</b>          | <b>2012/13 Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                |                       |
| • Number of hours providing agricultural land clearing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 500-1,200                      | 402                   |
| • Number of plants propagated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 50,000-60,000                  | 55,575                |
| • Number of hours providing crop husbandry services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2,500-3,000                    | 2,271                 |
| • Number of visits of extension queries                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 800-950                        | 959                   |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |                       |
| • All land clearing is done in accordance with bulldozer policy guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                           | 100%                  |
| • Plants that reach nursery are at hardened stage and can be sold                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 90-100%                        | 90%                   |
| • Services carried out by trained and qualified personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 90-100%                        | 100%                  |
| • All handling and spraying of pesticides and care and maintenance of equipment is done in compliance with procedures in the Safe Use and Handling of Pesticide Products Manual                                                                                                                                                                                                                                                                                                                                                                                        | 100%                           | 100%                  |
| • All programmes, advice and training delivered shall be based on sound professional judgment, well researched, current and relevant to the needs of the client                                                                                                                                                                                                                                                                                                                                                                                                        | 90-100%                        | 100%                  |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                |                       |
| • Land clearing service provided to farmers in each district once a year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 80-100%                        | 80-100%               |
| • Minimum percentage of jobs completed within five working days of set schedule                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 75-100%                        | 75%                   |
| • Maximum period between request for advice or information and response for a non-urgent query: five working days                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                           | 80%                   |
| • Maximum period between request for advice or information and response to an urgent query within one working day                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                           | 80%                   |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                           | 100%                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$541,232</b>               | <b>\$554,652</b>      |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                |                       |

*Note: The total cost of supplying this output is \$661,732. However, the revenue of \$120,500 from third parties reduces the cost to Cabinet to \$541,232.*



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| <b>AGR 28</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Animal Husbandry Services</b>             | <b>\$250,701</b>                             |
| <b>Description</b><br>Provision of Animal Husbandry Services in order to optimise the productivity of livestock at the farm level through: <ul style="list-style-type: none"> <li>• Operation of a coordinated National Livestock Identification System</li> <li>• Operation of a coordinated National Livestock Genetic Improvement System through the use of Artificial Insemination</li> <li>• Provision of a pasture fencing service to registered farmers</li> <li>• Provision of sound and appropriate technical advice on livestock nutrition, housing and infrastructure</li> </ul>                                                                                                                                                                                                                                            |                                              |                                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>2013/14<br/>Budget</b>                    | <b>2012/13<br/>Actual</b>                    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of animals registered</li> <li>• Number of animals received for Artificial Insemination</li> <li>• Number of man-hours spent providing technical advice</li> <li>• Number of technical reports produced</li> <li>• Number of farmers for whom fencing jobs are completed</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 350-500<br>40-50<br>500-700<br>10-12<br>6-8  | 350-500<br>35-40<br>450-500<br>25-30<br>4-6  |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• All animals to be registered in accordance with established Standard Operating Procedures</li> <li>• All Artificial Insemination services to be performed by qualified and experienced personnel using semen supplied by approved sires</li> <li>• All technical advice to be provided by appropriately trained and experienced livestock extension personnel</li> <li>• All technical reports are to be produced by appropriately trained personnel and peer reviewed</li> <li>• All fencing jobs to be done in accordance with the standards set for the programme and subject to inspection and verification by the Farm Superintendent</li> </ul>                                                                                                                          | 100%<br>100%<br>100%<br>100%<br>100%         | 100%<br>100%<br>100%<br>100%<br>100%         |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• All animals to be registered according to timeline as stated in the Standard Operating Procedures</li> <li>• All Genetic Improvement services to be actioned within 30 days of receipt of written request</li> <li>• All technical advice to be provided within the framework of a timetable as developed by the Department and approved by the Head of Department</li> <li>• All technical reports are to be produced within 10 working days of visit</li> <li>• All completed applications for fencing to be processed, site inspections completed and fencing estimate presented to the client within 10 working days of receipt of application</li> <li>• All fencing jobs to be completed no later than three working days of the projected completion time</li> </ul> | 100%<br>100%<br>100%<br>100%<br>100%<br>100% | 100%<br>100%<br>100%<br>100%<br>100%<br>100% |

|                                                                                                                   |                  |                  |
|-------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Location</b><br>Grand Cayman and Cayman Brac                                                                   | 100%             | 100%             |
| <b>Cost</b>                                                                                                       | <b>\$250,701</b> | <b>\$197,310</b> |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country |                  |                  |

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| AGR 29                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Abattoir Services | \$273,203                                     |                                              |
| <b>Description</b> <ul style="list-style-type: none"><li>Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards</li><li>Delivery of processed carcasses to clients</li></ul>                                                                                                                                                                                                                                                                                                        |                   |                                               |                                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                   | <b>2013/14<br/>Budget</b>                     | <b>2012/13<br/>Actual</b>                    |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of animals slaughtered</li><li>Number of kill days</li><li>Number of carcasses delivered to clients</li></ul>                                                                                                                                                                                                                                                                                                                                                                         |                   | 550-650<br>100-120<br>550-650                 | 575<br>102<br>573                            |
| <b>Quality</b> <ul style="list-style-type: none"><li>Animals slaughtered and dressed in compliance with Regulations and Departmental Standards</li><li>Services are carried out by trained personnel</li><li>The operation of the Abattoir is in compliance with regulations and departmental standards</li><li>The transport of carcasses is completed in accordance with the Regulations and Departmental Standards</li></ul>                                                                                                                    |                   | 100%<br>100%<br>100%<br>95-100%               | 99%<br>100%<br>99%<br>100%                   |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Percentage of animals slaughtered within 24 hours of delivery to Abattoir</li><li>Percentage of time that animals are dressed within one hour of entering slaughter floor</li><li>Percentage of carcasses processed within 24 hours of request</li><li>Length of kill day subject to approval by the Head of Department</li><li>Percentage of carcasses delivered within 24 hours of request</li><li>Percentage of carcasses delivered within 2 hours of requested delivery time</li></ul> |                   | 100%<br>100%<br>N/A<br>100%<br>N/A<br>95-100% | 100%<br>100%<br>100%<br>100%<br>100%<br>100% |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                   | 100%                                          | 100%                                         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                   | <b>\$273,203</b>                              | <b>\$247,218</b>                             |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   |                                               |                                              |

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| <b>AGR 31</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Animal Health, Regulatory and Inspection Services</b> | <b>\$477,266</b>          |
| <b>Description</b><br>Provision of animal health care involving: <ul style="list-style-type: none"> <li>• Ambulatory medical and surgical service to farm animals including after-hours emergencies</li> <li>• Issuance of permits and certificates prior to the importation or exportation of animals and animal products</li> <li>• Administration of programmes to prevent the entry, establishment and spread of new animal pests and diseases</li> <li>• Administer a programme to identify, prevent the spread of and manage existing animal pest/diseases</li> <li>• Verification that the import/export of animals/animal products are in compliance with import/export conditions</li> </ul> |                                                          |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2013/14<br/>Budget</b>                                | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                          |                           |
| • Number of animals attended                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1,100-1,300                                              | 1,171                     |
| • Number of requests for services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 760-960                                                  | 797                       |
| • Number of permits and certificates issued                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1,200-1,400                                              | 1,328                     |
| • Programmes to prevent new animal pests and diseases                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1-2                                                      | 0                         |
| • Number of animals treated under programmes for existing animal pests and diseases                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1,300-1,500                                              | 1,386                     |
| • Number of port inspections completed - animals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 550-750                                                  | 598                       |
| • Number of port inspections completed - animal products and fish                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 4,750-5,500                                              | 5,203                     |
| • Ante-mortem Inspections completed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 550-650                                                  | 558                       |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                          |                           |
| • Medical/surgical services carried out by qualified personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                     | 100%                      |
| • Number of complaints of unsatisfactory service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <2%                                                      | <1%                       |
| • Percentage of import/export permits/certificates issued in compliance with local regulations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 99-100%                                                  | 100%                      |
| • Percentage of animal export health certificates issued in compliance with regulations set by country of import                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 99-100%                                                  | 100%                      |
| • Percentage of port inspections and/examinations that are executed in compliance with Departmental Standard Operating Procedures.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 99-100%                                                  | 100%                      |
| • Percentage of programmes that are executed in compliance with international and departmental and Standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 90-95%                                                   | 100%                      |
| • Percentage of samples meeting International Standards for shipping                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 98-100%                                                  | 100%                      |

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| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Emergency calls: percentage of calls responded to within two hours</li> <li>Non-emergency calls: percentage of calls attended to or client contacted and appointment made within twelve (12) hours</li> <li>Maximum period between receipt of completed and compliant application and rendering a decision: 3 working days</li> <li>Maximum period of time between delivery of animals to agricultural office and completion of inspection: 24 Hours</li> <li>Maximum period between collection and processing of laboratory samples: 48 Hours</li> </ul> | 95-100%          | 90%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95-100%          | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%             | 100%             |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                  |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$477,266</b> | <b>\$478,158</b> |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                  |

*Note: The total cost of supplying this output is \$575,266. However, the revenue of \$98,000 from third parties reduces the cost to Cabinet to \$477,266.*

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| <b>AGR 32</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Policy Advice on Matters Relating to the Agricultural Sector</b> | <b>\$93,684</b>                                                                                                                            |
| <b>Description</b><br>Policy advice and administrative support to the Ministry on scientific, technical and strategic matters relating to the Agricultural Sector involving: <ul style="list-style-type: none"> <li>• Preparation of draft policy statements and instructions for revision of laws</li> <li>• Planning and direction for the development of the Agricultural Sector</li> <li>• Answers to Parliamentary questions</li> <li>• Replies to correspondence and other requests for information</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                     |                                                                                                                                            |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of draft instructions for law revision prepared</li> <li>• Number of draft policy statements</li> <li>• Number of papers for strategic planning for Agriculture Sector</li> <li>• Number of correspondences/replies and request for information from Ministry</li> <li>• Number of answers to parliamentary questions</li> </ul> <b>Quality</b><br>Appropriately qualified personnel prepare all advice with professional care. Information provided is well researched, accurate, current and relevant. All advice is subject to internal peer review and must be signed off by the Head of Department<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Advice provided in accordance with agreed deadlines with the Ministry</li> <li>• Urgent advice provided within one working day</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> |                                                                     | <b>2013/14<br/>Budget</b><br><br>1-2<br>1-2<br>2-4<br>100-150<br>2-4<br><br>100%<br><br>90-100%<br>100%<br><br>100%<br><br><b>\$93,684</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                     | <b>2012/13<br/>Actual</b><br><br>1<br>0<br>1<br><br>0<br><br>100%<br><br>90%<br>100%<br><br>100%<br><br><b>\$128,316</b>                   |
| <b>Related Broad Outcome:</b><br>11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                     |                                                                                                                                            |

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| <b>CPI 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Monitoring and Controlling of Petroleum Products, Storage and Handling</b> | <b>\$223,146</b>                                                                                                                                                                           |
| <b>Description</b><br>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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                               |                                                                                                                                                                                            |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of liquefied petroleum gas facilities inspected</li> <li>Number of compressed gas facilities inspected</li> <li>Number of bulk petroleum terminals inspected</li> <li>Number of consultation on planning applications(tank installations)</li> <li>Number of service stations Inspected</li> <li>Number of petroleum pump calibrations witnessed</li> <li>Number of industrial sites inspected</li> <li>Number of LPG tanks over 250 gallons inspected</li> <li>Number of Operating Permits Issued</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Comply with Dangerous Substance Handling and Storage Law, 2003 and codes for tanks specified in the Fire Code</li> <li>Inspections will be carried out by qualified inspectors</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Inspections completed within four working days</li> <li>Turnaround time of two days for fully compliant planning applications (tank installations)</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                                                                               | <b>2013/14<br/>Budget</b><br><br>1-2<br>10-13<br>6-7<br>35-45<br>20-24<br>20-24<br>220-250<br>130-140<br>250-300<br><br>100%<br>100%<br><br>95%<br>95%<br><br>100%<br><br><b>\$223,146</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                               | <b>2012/13<br/>Actual</b><br><br>1<br>7-10<br>6-7<br>25-35<br>13-16<br>11-13<br>170-200<br>130-140<br>N/A<br><br>100%<br>100%<br><br>95%<br>95%<br><br>100%<br><br><b>\$210,322</b>        |
| <b>Related Broad Outcomes:</b><br><br>5. Modern, Smart Infrastructure<br>10. Conservation of our Biological Diversity and Ecologically Sustainable Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                               |                                                                                                                                                                                            |

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| <b>DVE 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Acquisition of Fleet</b>                                                                                             | <b>\$56,866</b>                                                                                                         |
| <b>Description</b><br>Provision of fleet acquisition services to the Government :<br>Conducting and performing acquisition processes leading to the purchase of most suitable fleet for its intended purpose(s).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                         |                                                                                                                         |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of authorized fleet applications processed<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>Consult with the client to determine the intended purpose(s) of the unit</li> <li>Perform technical researches to assist with selecting and developing suitable unit specifications</li> <li>Provide different purchase options, recommending the one that includes the most suitable type and make of unit to acquire</li> <li>Inspect, receive, license, insure (commission) unit before deliver</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Order placed within two (2) working days of receiving approval from the client's Chief Officer</li> <li>Order confirmed to client within one (1) day of advice from the supplier</li> <li>Unit prepared for hand-over to the client within five (5) working days of receipt from the supplier</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>30<br><br>95%<br>100%<br>100%<br>95%<br><br>100%<br>100%<br>95%<br><br><b>\$56,866</b> | <b>2012/13<br/>Actual</b><br><br>30<br><br>95%<br>100%<br>100%<br>95%<br><br>100%<br>100%<br>95%<br><br><b>\$46,186</b> |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                         |                                                                                                                         |



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| <b>DVE 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Preventative Maintenance and Repairs</b> | <b>\$2,656,355</b>                                                                                                       |
| <b>Description</b><br>Preventative maintenance and repair services are provided to ensure:- <ul style="list-style-type: none"> <li>• Compliance with the Original Equipment Manufacturer (OEM) repair warranty standards and guidelines that the client can maximize return on fleet investments.</li> <li>• Monthly routine inspections and basic mechanical related checks are performed to reduce the risk of unnecessary unit-down-time and associated costly repairs by identifying potential mechanical failures and correcting them before they actually happen.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                             |                                                                                                                          |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of authorized maintenance work orders processed<br><br><b>Quality</b><br>Consult with the fleet client when the application is received to: <ul style="list-style-type: none"> <li>• Ensure the vehicle defect sheet/form is completed correctly, including sufficient and accurate fleet/client details to generate and process the work order as quickly as possible</li> <li>• Establish an understanding of the defects experienced by the operator/driver that Mechanics can more quickly diagnosis symptoms, identify faults and correct them at the best economic price</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Preventative maintenance is offered via a monthly service schedule that is submitted not less than three (3) working days in advance of the due date for servicing</li> <li>• Preventative maintenance will commence during the scheduled day, providing the unit is brought in on time</li> <li>• Unscheduled repairs are performed on a first come basis and as determined by Manager of Fleet Maintenance</li> <li>• Essential and emergency fleet used by e.g. RCIP, Fire, Education, DEH, Health Services, NRA receive priority service and work will commence within two (2) hours of receiving the assignment from the client</li> </ul> <b>Location</b><br>Grand Cayman<br><b>Cost</b> |                                             | <b>2013/14<br/>Budget</b><br><br>3,000<br><br>95%<br><br>95%<br><br>95%<br><br>100%<br><br>90%<br><br><b>\$2,656,355</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                             | <b>2012/13<br/>Actual</b><br><br>2,500<br><br>95%<br><br>95%<br><br>95%<br><br>100%<br><br>90%<br><br><b>\$3,590,974</b> |
| <b>Related Broad Outcome:</b><br><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                             |                                                                                                                          |

*Note: The total cost of supplying this output is \$2,794,808. However, the revenue of \$138,453 from Third Party reduces the cost to Cabinet to \$2,656,355.*

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| <b>DVE 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Disposal of Fleet</b>                                                          | <b>\$64,466</b>                                                                   |
| <b>Description</b><br>Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                   |                                                                                   |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of units authorized for disposal<br><br><b>Quality</b><br>Application are processed by: <ul style="list-style-type: none"> <li>Assessing the condition of a unit and providing the client with a report including a disposal recommendation with an estimated value of the unit</li> <li>Ensuring the relevant Chief Officer approves the disposal recommendation before implementing it</li> <li>Conducting a public auction, ensuring sales are made to the highest bidder, payments made and proceeds delivered to the client</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Disposal by public auction is advertised in the local media for two weeks, twice per week followed by the public auction within fifteen working days after the adverts</li> <li>Disposals by dumping carried-out within two (2) weeks after receiving the relevant Chief Officer's approval</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>40<br><br>100%<br>100%<br>100%<br><br>95%<br>95% | <b>2012/13<br/>Actual</b><br><br>33<br><br>100%<br>100%<br>100%<br><br>95%<br>95% |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                   |                                                                                   |

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| <b>DVE 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Sale of Fuel</b>                                                                                                             | <b>\$1,427,994</b>                                                                                                            |
| <b>Description</b><br>Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                 |                                                                                                                               |
| <b>Measures</b><br><br><b>Quantity</b><br>Amount of imperial gallons of fuel required<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>Fully automated fuel system available</li> <li>Qualified attendant to perform basic maintenance checks (e.g. checking water, oil, air levels etc.)</li> <li>Auxiliary power and manual back-up systems in the event of a power failure from the CUC power line</li> <li>Daily stock-checks and re-stocking measures ensure fuel is available</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Fuel is available 24 hour per day, 365 days per year</li> <li>Fuel Sales Assistant available to assist the client during normal working hours</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b><br><br>450,000<br><br>95%<br>95%<br>100%<br>95%<br><br>100%<br>100%<br><br>100%<br><br><b>\$1,427,994</b> | <b>2012/13 Actual</b><br><br>450,000<br><br>95%<br>95%<br>100%<br>95%<br><br>95%<br>95%<br><br>100%<br><br><b>\$1,566,612</b> |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                 |                                                                                                                               |

*Note: The total cost of supplying this output is \$1,914,639. However, the revenue of \$486,645 from Other Government Agencies reduces the cost to Cabinet to \$1,427,994.*

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| <b>DVE 5</b>                                                                                                                                                                                                          | <b>Servicing of Emergency Equipment</b> | <b>\$25,536</b>           |
| <b>Description</b><br>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. |                                         |                           |
| <b>Measures</b>                                                                                                                                                                                                       | <b>2013/14<br/>Budget</b>               | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of maintenance and inspection assignments required for 22 stand-by generators                                                                                                               | 375                                     | 360                       |
| <b>Quality</b><br>Services performed in accordance with international and established departmental maintenance and repair standards                                                                                   | 100%                                    | 100%                      |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Monthly maintenance checks during inactive season</li> <li>Bi-weekly maintenance checks during hurricane season</li> </ul>                                   | 95%<br>95%                              | 95%<br>95%                |
| <b>Location:</b><br>Grand Cayman                                                                                                                                                                                      |                                         |                           |
| <b>Cost</b>                                                                                                                                                                                                           | <b>\$25,536</b>                         | <b>\$125,711</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                      |                                         |                           |

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| DVE 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Technical Advice and Assistance on Fleet Related Matters | \$449,975                 |
| <b>Description</b><br>Provide technical advice and assistance to the client on fleet related matters including: <ul style="list-style-type: none"><li>• Technical advice and guidance to the operator on basic and proper maintenance practices and procedures</li><li>• Fleet costs and activity reports</li><li>• Advice on the most efficient fleet management practices, policies and procedures to ensure an effective disposal and replacement plan for the client to support and have implemented</li></ul> |                                                          |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>2013/14<br/>Budget</b>                                | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>The number of applications for advice, discussions and recommendations relating to fleet                                                                                                                                                                                                                                                                                                                                                                                                        | 55                                                       | 50                        |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Professional technical advice based on current Automotive Technology, Industry Standards</li><li>• Automotive needs are addressed in a manner that ensures efficient and effective Fleet Management</li></ul>                                                                                                                                                                                                                                               | 95%                                                      | 95%                       |
| <b>Timeliness</b><br>Processing of applications will commence within two (2) working days of receipt                                                                                                                                                                                                                                                                                                                                                                                                               | 95%                                                      | 95%                       |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                     | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$449,975</b>                                         | <b>\$81,780</b>           |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                          |                           |

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| <b>LSU 1</b>                                                                                                                                                                                                                                                                                                                                                                                               | <b>Valuation and Collection of Stamp Duty</b> | <b>\$242,582</b>          |
| <b>Description</b><br>The assessment and collection of stamp duty on residential and commercial property, including re-assessment of values, together the provision of related guidance and advice.                                                                                                                                                                                                        |                                               |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                            | <b>2013/14<br/>Budget</b>                     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of duty stamped documents issued and commercial leases assessed</li> <li>Number of valuations completed</li> <li>Number of re-assessments actioned</li> </ul>                                                                                                                                                                                | 5,500-6,000<br>1,700-1,900<br>400-500         | 4,893<br>1,854<br>410     |
| <b>Quality</b> <ul style="list-style-type: none"> <li>All documents properly assessed and duty (plus interest when appropriate) collected, in accordance with the Stamp Duty Law (2006 Revision)</li> <li>Assessment/valuation of all instruments in accordance with Royal Institute of Chartered Surveyors Manual of Valuation (RICS)</li> <li>Valuations are conducted by qualified personnel</li> </ul> | 100%<br>100%<br>100%                          | 100%<br>100%<br>100%      |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Valuation turnaround time for all cases – two to five working days after receipt of all relevant documents</li> <li>Stamp Duty documents sent out – within two days of assessment</li> </ul>                                                                                                                                                      | 90-100%<br>100%                               | 90 -100%<br>100%          |
| <b>Location</b><br>Grand Cayman and Cayman Brac                                                                                                                                                                                                                                                                                                                                                            | 100%                                          | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$242,582</b>                              | <b>\$161,763</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                           |                                               |                           |

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| <b>LSU 2</b>                                                                                                                                                                                                                                                                                                                                              | <b>Technical Advice on Land and Survey Matters</b> | <b>\$222,383</b>          |
| <b>Description</b> <ul style="list-style-type: none"> <li>• The provision of advice and information in respect of the various laws administered by Lands and Survey Department (excluding enquiries dealt with by Land Registry staff),</li> <li>• Procedures to be followed;</li> <li>• To witness and notarize execution of legal documents.</li> </ul> |                                                    |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                           | <b>2013/14<br/>Budget</b>                          | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of enquiries processed</li> <li>• Number of legal documents notarized</li> </ul>                                                                                                                                                                                                          | 6,500-7,000<br>10-12                               | 7,253<br>4                |
| <b>Quality</b><br>Advice provided by professional and qualified personnel                                                                                                                                                                                                                                                                                 | 100%                                               | 100%                      |
| <b>Timeliness</b><br>Advice is provided within two working days of request                                                                                                                                                                                                                                                                                | 95-100%                                            | 95-100%                   |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                           | 100%                                               | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                               | <b>\$222,383</b>                                   | <b>\$168,531</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                          |                                                    |                           |

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| <b>LSU 3</b>                                                                                                                                                                                                                                                                                                                                             | <b>Land Registry Records</b>  | <b>\$1,296,415</b>        |
| <b>Description</b><br>Provision of a Land Registry to record land title information such as: <ul style="list-style-type: none"> <li>• New parcels (including leases and strata parcels)</li> <li>• Registered title surveys (including Boundary Plans (BP), Prescribed Composite Maps (PCM) and Mutations)</li> <li>• Registered Strata Plans</li> </ul> |                               |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                          | <b>2013/14<br/>Budget</b>     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of new parcels</li> <li>• Number of title surveys registered</li> <li>• Number of Strata Plans registered</li> </ul>                                                                                                                                                                     | 900-1,100<br>140-170<br>20-50 | 857<br>185<br>82          |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure.</li> <li>• All documents are signed off by a qualified person</li> </ul>                                                                                    | 100%<br>100%                  | 100%<br>100%              |
| <b>Timeliness</b><br>All documents are processed within 10 working days after receipt of request.                                                                                                                                                                                                                                                        | 95-100%                       | 95-100%                   |
| <b>Location</b><br>Grand Cayman and Cayman Brac                                                                                                                                                                                                                                                                                                          | 100%                          | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                              | <b>\$1,296,415</b>            | <b>\$1,313,929</b>        |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                         |                               |                           |



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| <b>LSU 4</b>                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Land Survey Services</b> | <b>\$360,284</b>          |
| <b>Description</b><br>The provision of Land Survey services which include: <ul style="list-style-type: none"> <li>• Surveys: Hydrographic and coastal works surveys, surveys for Registry Map updates, Cadastral and road delimitation of Government lands, Topographic and Site Setting out</li> <li>• Consultancy and Contract supervision</li> <li>• Monitoring of Seven Mile Beach topography</li> </ul> |                             |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                              | <b>2013/14<br/>Budget</b>   | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of surveys conducted</li> <li>• Number of monitoring surveys conducted</li> </ul>                                                                                                                                                                                                                                                            | 25-35<br>12                 | 21<br>14                  |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision)</li> <li>• Regular quality control of the work performed is conducted</li> </ul>                                                                                                                                                                  | 100%<br>100%                | 100%<br>100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request</li> <li>• Monitoring surveys are completed once a month</li> </ul>                                                                                                                                              | 80-100%<br>95-100%          | 80-100%<br>95-100%        |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                            | 100%                        | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$360,284</b>            | <b>\$376,607</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                             |                             |                           |

*Note: The total cost of supplying this output is \$575,284. However, the revenue of \$100,000 from government authorities and \$115,000 from third parties reduces the cost to Cabinet to \$360,284.*

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| <b>LSU 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Authentication of Survey Plans</b> | <b>\$235,640</b>          |
| <b>Description:</b><br>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.<br>Services provided includes: <ul style="list-style-type: none"> <li>• Authentication of Cadastral plans and approval of all other surveys and plans</li> <li>• QA or QC of cadastral and topographic surveys</li> <li>• QA or QC of Boundary Plan (BP) and Prescribed Composite Map (PCM) production</li> <li>• Chairmanship of the Land Surveyor's Board including setting of examinations for licensure</li> <li>• Issuance of Survey licenses</li> </ul> |                                       |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>             | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       |                           |
| • Number of survey plans authenticated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 320                                   | 253                       |
| • Number of Land Surveyors Board meetings held and chaired by the Chief Surveyor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1-2                                   | 0                         |
| • Number of Survey licenses issued                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2                                     | 0                         |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                       |                           |
| • Authentication is in compliance with the Land Surveyors Law (1996 Revision), the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995 Revision)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                  | 100%                      |
| • Licenses issued according to with the Land Surveyors Law (1996 Revision), the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995 Revision)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                  | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |                           |
| • Turn-around time for authentication of fully compliant submissions within ten working days                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 90-100%                               | 90-100%                   |
| • Survey licenses issued within three months from successful interview with the Board members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                  | 100%                      |
| • Land Surveyor Board meetings are held two – three times per year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                  | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       |                           |
| Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                  | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$235,640</b>                      | <b>\$257,690</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                       |                           |

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| <b>LSU 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Land Survey Control Network and Services</b> | <b>\$174,487</b>          |
| <b>Description:</b><br>The provision and maintenance of National Land Survey Control Network to facilitate the cadastre, mapping and National Land Information System<br>Services provided include: <ul style="list-style-type: none"> <li>• Maintenance and regular inspections of Global Positioning System (GPS) base stations</li> <li>• Geodetic consultancy to private and government clients</li> <li>• Inspection of Tidal gauge installation and data recording</li> </ul> |                                                 |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>                       | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                 |                           |
| • Number of inspections conducted on GPS base stations                                                                                                                                                                                                                                                                                                                                                                                                                              | 24                                              | 24                        |
| • Number of consultations                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 120                                             | 110                       |
| • Number of Tidal gauges inspected                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 72                                              | 48                        |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                 |                           |
| • Inspections are conducted according to Lands and Survey policies and principles                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                            | 100%                      |
| • Consultations are conducted in compliance with the Land Surveyors Law (1996 Revision), the Land Survey Regulations (1996 Revision) and the Registered Land Law (1995 Revision)                                                                                                                                                                                                                                                                                                    | 100%                                            | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                 |                           |
| • Inspections of GPS base stations conducted six times per year                                                                                                                                                                                                                                                                                                                                                                                                                     | 95-100%                                         | 95-100%                   |
| • Consultations completed within two working days of request                                                                                                                                                                                                                                                                                                                                                                                                                        | 95-100%                                         | 95-100%                   |
| • Inspections of Tidal gauges completed 12 times per year                                                                                                                                                                                                                                                                                                                                                                                                                           | 95-100%                                         | 95-100%                   |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                 |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                            | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$174,487</b>                                | <b>\$118,890</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                 |                           |

*Note: The total cost of supplying this output is \$192,637. However, the revenue of \$18,150 from both government authorities and third parties reduces the cost to Cabinet to \$174,487.*

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| <b>LSU 7</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Government Property Procurement and Disposal</b> | <b>\$100,150</b>          |
| <b>Description</b><br>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 vesting. Rent reviews and lease renewals for Cabinet.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                     |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of leases: buildings</li> <li>Number of leases: land</li> <li>Number of property acquisitions</li> <li>Number of property sales</li> </ul><br><b>Quality</b><br><br>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)<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Lease of buildings and land concluded within three to six months of date of valuation completed;</li> <li>Property acquisitions concluded within three months of agreement of consideration</li> <li>Property sales concluded within six to nine months of agreement of sale</li> </ul><br><b>Location</b><br><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                           | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 54                                                  | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1                                                   | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 5-10                                                | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3-5                                                 | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                     |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                     |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 90-100%                                             | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 90-100%                                             | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 90-100%                                             | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$100,150</b>                                    | <b>\$109,481</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                     |                           |

*Note: The total cost of supplying this output is \$130,150. However, the revenue of \$30,000 from government authorities reduces the cost to Cabinet to \$100,150.*

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| <b>LSU 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Management of Crown Property</b> | <b>\$92,423</b>           |
| <b>Description</b><br>General management of unoccupied Crown-owned land holdings and Crown properties leased to third parties.<br>Services include: <ul style="list-style-type: none"> <li>• Inspection of the land parcels for encroachments/Crown Properties</li> <li>• Rent collection for leased properties</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                     |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of inspections completed: <ul style="list-style-type: none"> <li>• Land</li> <li>• Leased Properties</li> </ul> </li> <li>• Number of units rented</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Inspections of Crown Properties are signed off by the Chief Valuation Officer</li> <li>• All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Service calls: <ul style="list-style-type: none"> <li>o Emergency calls – action immediately</li> <li>o High Priority calls – action within 24 hours</li> <li>o Normal Priority calls – action within three to five days</li> </ul> </li> <li>• Monthly inspections of the Craft Market and regular inspections of other crown properties</li> <li>• Expected outcomes are delivered within the timeframe stipulated in all contracts</li> </ul> <b>Location</b><br><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>           | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                     |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 140                                 | 280                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 6-8                                 | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3                                   | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 95-100%                             | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 95-100%                             | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 95-100%                             | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$92,423</b>                     | <b>\$73,089</b>           |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                     |                           |

*Note: The total cost of supplying this output is \$221,698. However, the revenue of \$129,275 from government authorities reduces the cost to Cabinet to \$92,423.*

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| <b>LSU 9</b>                                                                                                                                                                                                                                   | <b>Real Estate Valuation and Appraisal</b> | <b>\$117,560</b>          |
| <b>Description</b><br>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, and valuation of Crown assets. |                                            |                           |
| <b>Measures</b>                                                                                                                                                                                                                                | <b>2013/14<br/>Budget</b>                  | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                |                                            |                           |
| • Number of valuation reports completed                                                                                                                                                                                                        | 18-20                                      | 27                        |
| • Crown Asset Valuation                                                                                                                                                                                                                        | 0                                          | 426                       |
| <b>Quality</b>                                                                                                                                                                                                                                 |                                            |                           |
| • All asset valuation reports are prepared in compliance with the prevailing Royal Institution of Chartered Surveyors' Valuation Manual/Regulations.                                                                                           | 100%                                       | 100%                      |
| • All asset valuations are conducted in compliance with the prevailing RICS Valuation Manual/Regulations                                                                                                                                       | 100%                                       | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                              |                                            |                           |
| • Turn-around time for all reports: four weeks                                                                                                                                                                                                 | 90-100%                                    | 90-100%                   |
| • Turn-around time for valuation of Crown Assets: one week                                                                                                                                                                                     | 90-100%                                    | 90-100%                   |
| <b>Location</b>                                                                                                                                                                                                                                |                                            |                           |
| Cayman Islands                                                                                                                                                                                                                                 | 100%                                       | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                    | <b>\$117,560</b>                           | <b>\$189,880</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                               |                                            |                           |

*Note: The total cost of supplying this output is \$147,560. However the revenue of \$30,000 from government authorities reduces the cost to Cabinet to \$117,560*

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| <b>LSU 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Mapping Service</b>                                                                                                                                                                                                           | <b>\$292,812</b>                                                                                                                                                                                               |
| <b>Description:</b><br>To provide geographical information and mapping services utilising the National GIS.<br>Services provided includes (but is not necessarily limited to): <ul style="list-style-type: none"> <li>Parcel mutations for the Land Registry</li> <li>Produce various maps including Buffer maps, customized maps and Boundary Plans (BP) and Prescribed Composite Maps (PCM)</li> <li>Provide customer service: respond to queries and provide information</li> <li>Street Addressing: Street naming and issuance of building numbers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                  |                                                                                                                                                                                                                |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of parcel mutations for the Land Registry</li> <li>Number of maps produced</li> <li>Number of customer enquiries processed</li> <li>Number of Building numbers processed</li> <li>Number of maps delivered</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Parcel mutations are in accordance with the authenticated Survey Plan and Land Registry Standards</li> <li>Maps are produced in accordance with Industry Standard Cartographic principles and standards</li> <li>Customer enquiries are responded to by trained and experienced personnel</li> <li>Building numbers are according to the Roads (Naming and Numbering) Law, 1997 and the Roads (Road Names and Property Numbers) Regulations, 1996</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Registry parcel mutations are processed within two working days after generation of Land Registers</li> <li>Maps are processed within one working day of request</li> <li>BP/PCM plans are processed within five working days from receipt of instructions</li> <li>Customer enquiries are responded to within one working day of request</li> <li>Building numbers are processed within one working day of request</li> </ul><br><b>Location</b><br>Grand Cayman and Cayman Brac<br><br><b>Cost</b> | <b>2013/14 Budget</b><br><br>300-350<br>300-400<br>8,500-9,000<br>600-700<br>125,000<br><br><br>100%<br>100%<br>100%<br>100%<br><br><br>100%<br>90-100%<br>90-100%<br><br>90-100%<br>90-100%<br><br>100%<br><br><b>\$292,812</b> | <b>2012/13 Actual</b><br><br>190<br>327<br>9,000<br>600<br>115,000<br><br><br>100%<br>100%<br>100%<br>100%<br><br><br>100%<br>90-100%<br>90-100%<br><br>90-100%<br>90-100%<br><br>100%<br><br><b>\$217,782</b> |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                  |                                                                                                                                                                                                                |

*Note: The total cost of supplying this output is \$372,812. However, the revenue of \$80,000 from third parties reduces the cost to Cabinet to \$292,812.*

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| <b>LSU 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Software Development Services</b> | <b>\$107,270</b>          |
| <b>Description:</b><br>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.<br>Services provided includes: <ul style="list-style-type: none"> <li>• GIS application support of deployed services</li> <li>• Development of new GIS products and applications</li> <li>• Upgrade and customization of current "Cayman Land Info" website</li> <li>• GIS and Web/IT Consultancy/Design/Training</li> </ul> |                                      |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of applications/solutions developed</li> <li>• Number of applications/solutions developed</li> <li>• Number of website subscribers</li> <li>• Number of clients using GIS developed solutions</li> </ul>                                                                                                                                                                                                                                                                                                                      | 14-18<br>12-14<br>115-135<br>10      | N/A<br>13<br>N/A<br>N/A   |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• All software applications/solutions are developed in accordance with industry standard programming techniques and practices</li> <li>• All applications are developed by professionally qualified software developers</li> </ul>                                                                                                                                                                                                                                                                                                      | 100%<br>100%                         | N/A<br>N/A                |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Complex applications developed within 6 months to one year</li> <li>• Normal applications developed within three to six months</li> <li>• Simple applications developed within 10 to 15 days</li> </ul>                                                                                                                                                                                                                                                                                                                            | 90-100%<br>90-100%<br>90-100%        | N/A<br>N/A<br>N/A         |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                                 | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$107,270</b>                     | <b>\$175,125</b>          |
| <b>Related Broad Outcome:</b><br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                      |                           |

*Note: The total cost of supplying this output is \$210,270. However, the revenue of \$103,000 from third parties reduces the cost to Cabinet to \$107,270.*



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| <b>POS 1</b>                                                                                                                                                                                                                                                                                                                                                             | <b>Revenue Collection</b> | <b>\$37,968</b>                                                                                              |
| <b>Description</b><br>Use of the network of postal facilities to enhance customer access to non-core postal services and revenue payments. Services offered include: <ul style="list-style-type: none"> <li>• Post Office clearance fee payments</li> <li>• Fax and photocopying services</li> <li>• Custom Duty &amp; Package Tax</li> <li>• CINICO payments</li> </ul> |                           |                                                                                                              |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of transactions processed<br><br><b>Quality</b><br>Revenue collected in accordance with rates established in relevant legislation.<br><br><b>Timeliness</b><br>Maximum 5 – 7 minutes per customer per transaction<br><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b>                                           |                           | <b>2013/14<br/>Budget</b><br><br>40,000-45,000<br><br>100%<br><br>90-100%<br><br>100%<br><br><b>\$37,968</b> |
|                                                                                                                                                                                                                                                                                                                                                                          |                           | <b>2012/13<br/>Actual</b><br><br>54,738<br><br>98%<br><br>98%<br><br>100%<br><br><b>\$43,568</b>             |
| <b>Related Broad Outcome:</b><br>2. A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                      |                           |                                                                                                              |

*Note: The total cost of supplying this output is \$140,968. However, the revenue of \$103,000 from third parties reduces the cost to Cabinet to \$37,968.*

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| POS 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | National Mail Service – Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | \$878,645 |
| <b>Description</b><br>Provision of a National Mail Service including: <ul style="list-style-type: none"><li>the processing of domestic and incoming international mail for local delivery</li><li>the processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands</li></ul> Mail comprises of various services and processing methods, as well as a wide category of items. The main categories of mail would include ordinary letter mail, registered mail, prepaid mail, parcels and the postal industry’s courier service – Express Mail Service (EMS). |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>Number of domestic and international mail items processed</li><li>Number of Express Mail Services items processed</li><li>Number of stamp sales transactions</li><li>Number of post office box rental transactions</li><li>Number of licenses issued for franking meters</li></ul>                                                                                                                                                                                                                                        | <b>2013/14<br/>Budget</b><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Quality</b> <ul style="list-style-type: none"> <li>Domestic and International Mail Service / Express Mail Services/ Stamp Sales/ Post Box Rentals / Franking Meter Licenses <ul style="list-style-type: none"> <li>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</li> </ul> </li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Domestic Mail Service <ul style="list-style-type: none"> <li>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</li> </ul> </li> <li>International Mail Service <ul style="list-style-type: none"> <li>Outgoing mail posted by 10:00 a.m. Monday-Friday will be processed for overseas dispatch within two business days</li> <li>Incoming mail delivered to post office boxes or general delivery within two business days of collection</li> </ul> </li> <li>Express Mail Services <ul style="list-style-type: none"> <li>Outgoing: Items posted by 9:00 a.m. Monday-Friday will be processed for dispatched overseas the same business day</li> <li>Incoming: Items received by 11:00 a.m. Monday-Friday will be processed for delivery same business day</li> </ul> </li> <li>Stamp Sales / Post Office Box Rentals / Franking Meter Licenses <ul style="list-style-type: none"> <li>Stamp sales - counter transactions to be completed within 5 – 7 minutes; call-in orders readied within 2 hours</li> <li>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</li> <li>Franking meter licenses issued within one business day after receipt of payment</li> </ul> </li> </ul> <b>Location</b> <p>All Post Offices on Grand Cayman: Airport, General, Seven Mile Beach, West Bay, Hell, Savannah, Bodden Town, North Side and East End</p> |                  |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%             | 90%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 85%              | 71.3%            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 85%              | 86%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 95%              | 82%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 95%              | 83.5%            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 95-100%          | 98%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 95-100%          | 98%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 95-100%          | 99%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$878,645</b> | <b>\$711,683</b> |
| <b>Related Broad Outcome:</b> <ol style="list-style-type: none"> <li>A Work-Ready and Globally Competitive Workforce</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |                  |

*Note: The total cost of supplying this output is \$3,963,435. However, the revenue of \$3,084,790 from third parties reduces the cost to Cabinet to \$878,645.*

|                                                                                                                                                                                                                                                                                                                 |                            |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------|
| <b>POS 4</b>                                                                                                                                                                                                                                                                                                    | <b>Philatelic Services</b> | <b>\$214,545</b>          |
| <b>Description</b><br>The provision of services which includes: <ul style="list-style-type: none"> <li>• Production of official Cayman Islands stamps</li> <li>• Philatelic Services (stamp collecting)</li> </ul>                                                                                              |                            |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                 | <b>2013/14<br/>Budget</b>  | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of stamp issues produced</li> <li>• Number of Philatelic educational presentations</li> <li>• Number of Philatelic Services(stamp collecting)</li> </ul>                                                                                        | 3-5<br>2-4<br>2,500-3,000  | 6<br>2-4<br>2,835         |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Stamp production in accordance with guidelines set by Her Majesty, Cabinet and Stamp Advisory Committee</li> <li>• Ensure that presentations are conducted by postal staff knowledgeable in philately or by Stamp Advisory Committee members</li> </ul> | 100%<br>100%               | 100%<br>100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Stamp issues to be printed after Cabinet and Her Majesty's approvals and prior to planned release date</li> <li>• Philatelic educational presentations to be conducted within the school year</li> </ul>                                             | 100%<br>90-100%            | 100%<br>100%              |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                               | 100%                       | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                     | <b>\$214,545</b>           | <b>\$72,564</b>           |
| <b>Related Broad Outcome:</b><br>2. A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                             |                            |                           |

*Note: The total cost of supplying this output is \$241,545. However, the revenue of \$27,000 from third parties reduces the cost to Cabinet to \$214,545.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                               |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------|
| <b>POS 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>National Mail Service – Sister Islands</b> | <b>\$383,577</b>          |
| <b>Description</b><br>Provision of a National Mail Service including: <ul style="list-style-type: none"> <li>the processing of domestic and incoming international mail for local delivery</li> <li>the processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands</li> </ul> Mail comprises of various services and processing methods, as well as a wide category of items. The main categories of mail would include ordinary letter mail, registered mail, prepaid mail, parcels and the postal industry's courier service – Express Mail Service (EMS). |                                               |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of domestic and international mail items processed</li> <li>Number of Express Mail Services items processed</li> <li>Number of stamp sales transactions</li> <li>Number of post office box rental transactions</li> <li>Number of licenses issued for franking meters</li> </ul>                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>                     | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 80,000-85,000                                 | 83,000                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 250-400                                       | 300                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3,200-3,400                                   | 3,260                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 400-500                                       | 412                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0                                             | 0                         |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |           |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|-----------|-----------|
| <b>Quality</b> <ul style="list-style-type: none"> <li>Domestic and International Mail Service / Express Mail Services / Stamp Sales/ Post Box Rentals<br/>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</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |  | 100%      | 100%      |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Domestic Mail Service <ul style="list-style-type: none"> <li>Mail posted in Grand Cayman by 10:00 a.m. Monday-Friday will be processed within two business days after posting</li> </ul> </li> <li>International Mail Service <ul style="list-style-type: none"> <li>Outgoing mail posted by 10:00 a.m. Monday-Friday will be processed for overseas dispatch within two business days</li> <li>Incoming mail delivered to post office boxes or general delivery within three business days of collection</li> </ul> </li> <li>Express Mail Services <ul style="list-style-type: none"> <li>Outgoing: Items posted by 12:00 p.m. Monday-Friday will be processed for dispatched overseas the same business day</li> <li>Incoming: Items received by 11:00 a.m. Monday-Friday will be processed for delivery same business day</li> </ul> </li> <li>Stamp Sales / Post Office Box Rentals <ul style="list-style-type: none"> <li>Stamp sales - counter transactions to be completed within 5 – 7 minutes; call in orders readied within 2 hours</li> <li>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</li> </ul> </li> </ul> |  |  | 95%       | 98%       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  | 95%       | 98%       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  | 95%       | 90%       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  | 95%       | 95%       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  | 95-100%   | 98%       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  | 95-100%   | 98%       |
| <b>Location</b><br>All Post Offices on Cayman Brac (West End, Stake Bay, Watering Place, Creek and Spot Bay) and Little Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |  | 100%      | 100%      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  | \$383,577 | \$357,507 |
| <b>Related Broad Outcome:</b><br>2. A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |           |           |

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| <b>PLN 24</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Policy Advice to the Ministry</b> | <b>\$324,749</b>      |
| <b>Description</b><br>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.                                                                                                                                                                                                                                                                                                                                                                    |                                      |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Hours spent on briefings, papers and reports</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>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</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Response to requests for advice: ongoing throughout the period</li> </ul> <b>Location</b><br>Cayman Islands | <b>2013/14 Budget</b>                | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2,000-2,750                          | 2,000-2,500           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 95-100%                              | 95-100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                 | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                 | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$324,749</b>                     | <b>\$354,159</b>      |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>A More Secure Community</li> <li>Modern, Smart Infrastructure</li> <li>A Culture of Good Governance</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> <li>Conservation of our Biological Diversity and Ecologically Sustainable Development</li> <li>A Robust Agriculture Sector Suited to the Needs &amp; Resources of the Country</li> </ol>                                                    |                                      |                       |

*Note: The total cost of supplying this output is \$325,749. However, the revenue of \$1,000 from third parties reduces the cost to Cabinet to \$324,749.*

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------|
| PLN 26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Central Planning Authority – Development Control Board Annual Report | \$30,796                   |
| <b>Description</b><br>Prepare the annual report as required pursuant to Section 50 of the Development and Planning Law (2006 Revision). This report details the activities of the Central Planning Authority (CPA), the Development Control Board (DCB) and the Planning Department during the previous calendar year.                                                                                                                                                                                                                                                             |                                                                      |                            |
| <b>Measures</b><br><b>Quantity</b><br>Number of reports                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                      | <b>2013/14 Budget</b><br>1 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>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</li> <li>Report is certified by CPA Chairman , DCB Chairman and Executive Secretary</li> </ul>                                                                                                                                                                                         |                                                                      | <b>2012/13 Actual</b><br>1 |
| <b>Timeliness</b><br>Report to the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure by February 3, 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                      | 98-100%                    |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                      | 98-100%                    |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                      | 100%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                      | <b>\$30,796</b>            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                      | <b>\$13,211</b>            |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>2. A More Secure Community</li> <li>3. Modern, Smart Infrastructure</li> <li>4. A Culture of Good Governance</li> <li>5. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> <li>6. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> <li>7. A Robust Agriculture Sector Suited to the Needs &amp; Resources of the Country</li> </ol> |                                                                      |                            |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                  |                                                                                                                                                                                                                        |
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| <b>PLN 27</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Process Development Applications. Compiling Appeal Briefs for Onward Transmission to the Ministry Planning, Lands, Agriculture, Housing and Infrastructure</b>                                                | <b>\$758,777</b>                                                                                                                                                                                                       |
| <b>Description</b><br>The processing of development applications for planning permission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                  |                                                                                                                                                                                                                        |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of Routine applications processed</li> <li>• Number of Semi-routine applications processed</li> <li>• Number of Non-routine applications processed</li> <li>• Number of Trade and Business letters processed</li> <li>• Number of Zoning queries processed</li> <li>• Number of Appeal Briefs compiled</li> </ul><br><b>Quality</b><br>Reviewed for compliance with the Development and Planning Laws ( 2008 Revisions as Amended 2010) and Regulations ( 2006 Revisions and Amendment 2010), Central Planning Authority policies and vetted through internal review processes<br><b>Timeliness</b><br>Meet the following review time targets : <ul style="list-style-type: none"> <li>• Routine applications – seven calendar days completion of initial review</li> <li>• Semi-routine applications – ten calendar days completion of initial review</li> <li>• Non-routine applications – fourteen calendar days completion of initial review</li> <li>• Trade and Business letter – seven calendar days</li> <li>• Zoning queries – seven calendar days</li> <li>• Compiling Appeal Briefs -12 calendar days</li> </ul><br><b>Location</b><br>Grand Cayman<br><b>Cost</b> | <b>2013/14 Budget</b><br><br>500-550<br>450-500<br>100-150<br>150-200<br>50-75<br>10-12<br><br>99-100%<br><br>90-100%<br>90-100%<br>90-100%<br>95-100%<br>95-100%<br>95-100%<br><br>100%<br><br><b>\$758,777</b> | <b>2012/13 Actual</b><br><br>500-550<br>400-450<br>100-150<br>100-150<br>50-75<br>10-12<br><br>99-100%<br><br>90%-100%<br>90%-100%<br>90%-100%<br>95%-100%<br>95%-100%<br>95%-100%<br><br>100%<br><br><b>\$708,523</b> |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>2. A More Secure Community</li> <li>3. Modern, Smart Infrastructure</li> <li>4. A Culture of Good Governance</li> <li>5. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> <li>6. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> <li>7. A Robust Agriculture Sector Suited to the Needs and Resources of the Country</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                  |                                                                                                                                                                                                                        |

*Note: The total cost of supplying this output is \$760,777. However, the revenue of \$2,000 from third parties reduces the cost to Cabinet to \$758,777.*

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| PLN 28                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Enforcement of Planning Laws and Regulations                                                                                                    | \$183,215                                                                                                                                       |
| <b>Description</b><br>Enforcement of planning laws and regulations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                 |                                                                                                                                                 |
| <b>Measures</b><br><b>Quantity</b><br>Number of enforcement cases opened<br><b>Quality</b><br>Reviewed for compliance with the Development and Planning Laws (2008 Revisions as Amended 2010) and Regulations (2006 Revisions and Amendment 2010), Central Planning Authority policies and vetted through internal review processes , where applicable<br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Investigate complaint – within ten ( 10 ) calendar days</li> <li>Contact relevant parties – within Fifteen ( 15 ) calendar days of Case being opened</li> <li>Issuance of enforcement notice within Eighteen (18 ) calendar days of Confirmation of Minutes of CPA authorisation</li> <li>Forward case to Legal Department within sixty ( 60 ) calendar days of notice expiration date</li> <li>Charges filed and Summons issued within fourteen (14) calendar days of confirmation to proceed from Legal Department</li> </ul> <b>Location</b><br>Cayman Islands<br><b>Cost</b> | <b>2013/14 Budget</b><br><br>120-145<br><br>100%<br><br>90-100%<br>90-100%<br>90-100%<br>90-100%<br>90-100%<br><br>100%<br><br><b>\$183,215</b> | <b>2012/13 Actual</b><br><br>120-145<br><br>100%<br><br>90-100%<br>90-100%<br>90-100%<br>90-100%<br>90-100%<br><br>100%<br><br><b>\$184,325</b> |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>A More Secure Community</li> <li>Modern, Smart Infrastructure</li> <li>A Culture of Good Governance</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands’ Unique Characteristics</li> <li>Conservation of our Biological Diversity and Ecologically Sustainable Development</li> <li>A Robust Agriculture Sector Suited to the Needs &amp; Resources of the Country</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                 |                                                                                                                                                 |

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| <b>PLN 30</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Processing Building Applications</b> | <b>\$1,620,519</b>        |
| <b>Description</b><br>Reviewing development applications for compliance with the Building Code for the issuance of building permits and the carrying out of inspections to ensure the compliance with approved plans and certify buildings fit for occupancy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                         |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of reviews</li> <li>Number of building permits issued</li> <li>Number of Inspections</li> <li>Number of Certificate of Occupancy (CO) issued</li> </ul><br><b>Quality</b><br>Reviewed for compliance with the Development and Planning Laws (2008 Revisions and Amendment 2010) and Regulations (2006 Revisions and Amendment 2010), Central Planning Authority policies and vetted through internal review processes , where applicable<br><br><b>Timeliness</b><br>Meet the following review targets :- <ul style="list-style-type: none"> <li>Processing routine ( R3 ) applications –Twenty-One ( 21 ) calendar days</li> <li>Processing Major (C/MF)applications –Forty-Eight (48) calendar days</li> <li>Applications reviewed and inspected for Code Compliance</li> <li>Inspections conducted within five ( 5 ) calendar days of request</li> <li>Issues COs within ten ( 5 ) calendar days of final inspection and other reviewing agencies sign off</li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>               | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5,000-5,500                             | 5,000-5,500               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 900-950                                 | 900-950                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 13,000-14,500                           | 12,500-13,000             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 325-350                                 | 325-350                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                    | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 90-100%                                 | 90-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                                 | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                                 | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 98-100%                                 | 98-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                                 | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                    | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$1,620,519</b>                      | <b>\$1,814,584</b>        |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>A More Secure Community</li> <li>Modern, Smart Infrastructure</li> <li>A Culture of Good Governance</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> <li>Conservation of our Biological Diversity and Ecologically Sustainable Development</li> <li>A Robust Agriculture Sector Suited to the Needs and Resources of the Country</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                         |                           |

*Note: The total cost of supplying this output is \$1,786,519. However, the revenue of \$166,000 from third parties reduces the cost to Cabinet to \$1,620,519.*

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| <b>PLN 33</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Statistical Information</b> | <b>\$56,135</b>           |
| <b>Description</b><br>Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors                                                                                                                                                                                                                                                                                                                                                                                               |                                |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of statistical information reports produced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 20-25                          | 20-30                     |
| <b>Quality</b><br>Internal review and data quality assurance measures applied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 98-100%                        | 98-100%                   |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Quarterly reports submitted within five working days of quarter end</li> <li>Other reports processed within 15 working days of request</li> </ul>                                                                                                                                                                                                                                                                                                                                                    | 95-100%                        | 95-100%                   |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$56,135</b>                | <b>\$18,553</b>           |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>A Strong, Thriving and Increasingly Diverse Economy</li> <li>A More Secure Community</li> <li>Modern, Smart Infrastructure</li> <li>A Culture of Good Governance</li> <li>Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> <li>Conservation of our Biological Diversity and Ecologically Sustainable Development</li> <li>A Robust Agriculture Sector Suited to the Needs &amp; Resources of the Country</li> </ol> |                                |                           |

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| <b>PLN 34</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Support to Boards and Committee</b> | <b>\$68,047</b>           |
| <b>Description</b><br>Provide 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of CPA meeting agendas</li> <li>• Number of CPA minutes</li> <li>• Number of CPA decision letters</li> <li>• Number of DCB meeting agenda</li> <li>• Number of DCB meeting minutes</li> <li>• Number of DCB decision letters</li> <li>• Number of EBE meeting agenda</li> <li>• Number of EBE meeting minutes</li> <li>• Number of EBE decision letters</li> <li>• Number of FOI requests responded to</li> </ul> <b>Quality</b><br>Meeting Agendas and Minutes reviewed by Executive Secretary for accuracy before distribution<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Agenda – four working days before the meeting</li> <li>• Minutes – ten working days after the meeting is held</li> <li>• Letters – five working days after the meeting is held</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>              | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 28-30                                  | 28-30                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 28-30                                  | 28-30                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 900-1,000                              | 900-1,000                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 24-28                                  | 24-28                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 24-28                                  | 24-28                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 350-400                                | 350-400                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 12-14                                  | 12-14                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 12-14                                  | 12-14                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 250-300                                | 250-300                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | N/A                                    | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 95-100%                                | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 98-100%                                | 98-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 98-100%                                | 98-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 98-100%                                | 98-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$68,047</b>                        | <b>\$12,452</b>           |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>1. A Strong, Thriving and Increasingly Diverse Economy</li> <li>2. A More Secure Community</li> <li>3. Modern, Smart Infrastructure</li> <li>4. A Culture of Good Governance</li> <li>5. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics</li> <li>6. Conservation of our Biological Diversity and Ecologically Sustainable Development</li> <li>7. A Robust Agriculture Sector Suited to the Needs &amp; Resources of the Country</li> </ol>                                                                                                                                                                                                                                                                                                                                                       |                                        |                           |

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| PWD 1                                                                                                                                                                                                                                                                                                                      | Policy Advice on Government Facilities and Related Matters | \$21,231                |                       |
| <b>Description</b><br>Policy advice and services on government facilities and related matters to support the Minister of Planning, Lands, Agriculture, Housing and Infrastructure involving: <ul style="list-style-type: none"><li>• Preparation of Reports and Advice Papers , and</li><li>• Attending Meetings</li></ul> |                                                            |                         |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                            |                                                            | <b>2013/14 Budget</b>   | <b>2012/13 Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of meetings attended</li><li>• Number of advice papers issued</li><li>• Number of reports issued</li></ul>                                                                                                                                                  |                                                            | 20-30<br>30-40<br>20-30 | 32<br>18<br>29        |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Advice papers and Reports prepared by knowledgeable persons in the subject area and reviewed/ signed off by senior management</li><li>• Meetings attended by qualified/experienced persons</li></ul>                                                                |                                                            | 95%<br>95%              | 95%<br>95%            |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• Advice papers and reports to be provided within agreed timeframes.</li><li>• Meetings attended as scheduled</li></ul>                                                                                                                                            |                                                            | 95%<br>95%              | 100%<br>100%          |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                            |                                                            | 100%                    | 100%                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                |                                                            | <b>\$21,231</b>         | <b>\$9,291</b>        |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure                                                                                                                                                            |                                                            |                         |                       |

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| <b>PWD 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Advice and Assistance on Government Facilities and Related Matters</b> | <b>\$82,051</b>       |
| <b>Description</b><br>Advice and services on government buildings and facilities and related matters to support various entities involving: <ul style="list-style-type: none"> <li>• Preparation of Reports and Advice Papers and</li> <li>• Attending Meetings</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                           |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of meetings attended</li> <li>• Number of advice papers issued</li> <li>• Number of reports issued</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Advice papers and reports prepared by knowledgeable persons in the subject area and reviewed/ signed off by senior management</li> <li>• Meetings attended by qualified/experienced persons</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Advice papers meetings, and reports to be provided within agreed timeframe.</li> <li>• Meetings attended as scheduled</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14 Budget</b>                                                     | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 35-45                                                                     | 127                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 20-30                                                                     | 54                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1-10                                                                      | 23                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95%                                                                       | 95%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95%                                                                       | 95%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95%                                                                       | 95%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95%                                                                       | 95%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                                      | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$82,051</b>                                                           | <b>\$46,612</b>       |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                           |                       |

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| <b>PWD 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Public Facility Maintenance and Management</b> | <b>\$1,314,745</b>        |
| <b>Description</b><br>Maintain and manage public toilets, docks, ramps, cemeteries, beaches and parks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                   |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of public toilets maintained</li> <li>Number of docks/ramps maintained</li> <li>Number cemetery maintained</li> <li>Number of beaches maintained</li> <li>Number of beach accesses maintained</li> <li>Number of parks maintained</li> </ul><br><b>Quality</b><br>Assistant Managers and Supervisors monitor toilets, docks/ramps cemeteries, beaches, beaches accesses upkeep and parks maintenance<br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Public Toilets maintained daily</li> <li>Docks / Ramps and Parks maintained weekly</li> <li>Cemetery grounds maintained</li> <li>Beaches and beach accesses maintained daily/weekly</li> </ul><br><b>Location</b><br>Grand Cayman<br><b>Cost</b> | <b>2013/14<br/>Budget</b>                         | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                   |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 14-16                                             | 15                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 8-15                                              | 13                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 12-15                                             | 12                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 12-15                                             | 15                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 15-25                                             | 23                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 8-15                                              | 15                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 95%                                               | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | \$1,314,745                                       | 1,430,456                 |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>A More Secure Community</li> <li>A More Efficient, Accessible and Affordable Public Service</li> <li>Modern, Smart Infrastructure</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                   |                           |



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| <b>PWD 7</b>                                                                                                                                                          | <b>District Beautification, Town Planning and Maintenance</b> | <b>\$30,645</b>       |
| <b>Description</b><br>Provision of advice on master planning and functional Town planning. Implementation and maintenance of the master plan for central George Town. |                                                               |                       |
| <b>Measures</b>                                                                                                                                                       | <b>2013/14 Budget</b>                                         | <b>2012/13 Actual</b> |
| <b>Quantity</b>                                                                                                                                                       |                                                               |                       |
| <ul style="list-style-type: none"> <li>Number of master plan and technical survey reports on town planning proposals</li> </ul>                                       | 1-2                                                           | 0                     |
| <ul style="list-style-type: none"> <li>Number of streets/sidewalks maintained</li> </ul>                                                                              | 10-25                                                         | 23                    |
| <ul style="list-style-type: none"> <li>Number of miles of road cleaned</li> </ul>                                                                                     | 10-20                                                         | 103                   |
| <ul style="list-style-type: none"> <li>Carry out George Town Business District Projects</li> </ul>                                                                    | 10-40                                                         | 0                     |
| <b>Quality</b>                                                                                                                                                        |                                                               |                       |
| <ul style="list-style-type: none"> <li>Master plan and survey reports prepared and crosschecked by General Manager</li> </ul>                                         | 80-100%                                                       | 80-100%               |
| <ul style="list-style-type: none"> <li>Inspection of streets/sidewalks by Supervisor and Assistant Manager</li> </ul>                                                 | 80-100%                                                       | 80-100%               |
| <ul style="list-style-type: none"> <li>Inspection of streets clean with MADVAC Street Sweeper by Assistant Manager</li> </ul>                                         | 80-100%                                                       | 80-100%               |
| <b>Timeliness</b>                                                                                                                                                     |                                                               |                       |
| Conduct works and services consistent with the scheduled time table                                                                                                   | 80-100%                                                       | 80-100%               |
| <b>Location</b>                                                                                                                                                       |                                                               |                       |
| George Town, Grand Cayman                                                                                                                                             | 100%                                                          | 100%                  |
| <b>Cost</b>                                                                                                                                                           | <b>\$30,645</b>                                               | <b>\$139,537</b>      |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure       |                                                               |                       |

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| <b>PWD 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Consulting Services for Government Building Projects</b> | <b>\$854,082</b>                                                                                                |
| <b>Description</b><br>Provision for architectural, project management and quantity surveying services to provide the following: <ul style="list-style-type: none"> <li>• Project Definition Documents (PDD)</li> <li>• Architectural Designs</li> <li>• Drawing production</li> <li>• Cost estimates</li> <li>• Tender documentation</li> <li>• Consultant contracts</li> <li>• Consultant coordination</li> <li>• Change orders</li> <li>• Certificate of payments</li> <li>• Construction punch list</li> <li>• Project handover</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                             |                                                                                                                 |
| <b>Measures:</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of drawings/plans produced</li> <li>• Number of cost estimates produced</li> <li>• Number of Project Service Level Agreements (PSLA) signed</li> <li>• Number of projects managed SLA</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Drawing/plans produced in accordance with the Central Planning Authority and Building Control Unit requirements</li> <li>• Pre-tendered estimates within 10% of successful tender received</li> <li>• Project Service Level Agreements (PSLA) to define project scope, time-frame and budget</li> <li>• Meeting client's requirements and successfully fulfilling planning (CPA) and building control(BCU) approval</li> </ul> <b>Timeliness</b><br><br>Plans, cost estimates and project management within time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame. |                                                             | <b>2013/14<br/>Budget</b>                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                             | <b>2012/13<br/>Actual</b>                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                             | 30-40<br>30-40<br>3<br>20-30<br>85%<br>90%<br>100%<br>90%<br>85%<br>100%<br>100%<br>100%<br>85%<br>100%<br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                             | 20<br>28<br>3<br>9<br>85%<br>90%<br>100%<br>90%<br>85%<br>100%<br>100%<br>100%<br>85%<br>100%<br>100%           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                             | <b>\$854,082</b>                                                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                             | <b>\$933,222</b>                                                                                                |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                             |                                                                                                                 |

**Related Broad Outcomes**

3. A More Secure Community
4. A More Efficient, Accessible and Affordable Public Service
5. Modern, Smart Infrastructure

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                     |                                                                                                                        |
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| <b>PWD 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Facilities Maintenance, Construction and Renovations of Government Buildings</b> | <b>\$7,288,126</b>                                                                                                     |
| <b>Description</b><br>Maintenance to and construction of government facilities including: <ul style="list-style-type: none"> <li>• Execution of work orders for mechanical, electrical and plumbing services (N.B. this involves assessment and procurement of materials and identification of labor, etc.)</li> <li>• Preparation of Facility Condition Reports.</li> <li>• Preparation of Project Service Level Agreements.</li> <li>• Construction of new facilities and repairs/renovations to existing buildings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                     |                                                                                                                        |
| <b>Measures:</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of maintenance work orders completed</li> <li>• Number of Facility Condition Reports prepared</li> <li>• Number of Project Service Level Agreements (PSLA's) issued</li> <li>• Number of Construction Projects completed</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>• Work orders signed off by Supervisor confirming work completed to acceptable standard.</li> <li>• Work orders completed to a satisfactory or better standard as measured by customer surveys of completed work orders.</li> <li>• Preventative maintenance services work orders signed off by Supervisor confirming work completed to acceptable standard.</li> <li>• Facility condition reports reviewed / signed off by appropriate PWD management level.</li> <li>• PSLA's signed off by client and PWD manager.</li> <li>• Construction projects to be in compliance with CI Building Code and Certificates of Occupancy (CO's) to be obtained on completion, confirming compliance. (On those projects requiring CO's)</li> </ul> |                                                                                     | <b>2013/14<br/>Budget</b><br><br>5,000-7,000<br>6-8<br>20-30<br>10-20<br><br>95%<br>85%<br>95%<br>100%<br>100%<br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                     | <b>2012/13<br/>Actual</b><br><br>5,020<br>7<br>0<br>13<br><br>95%<br>90%<br>95%<br>100%<br>100%<br>100%                |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                    |                    |
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| <b>Timeliness</b><br>Routine work orders and preventative maintenance work orders to be completed in accordance with timeframes in “Work order timeframes” guide. <ul style="list-style-type: none"> <li>• Facility Condition Reports to be delivered within 60 days of request.</li> <li>• PSLA’s to be delivered within 15 days of request.</li> <li>• Construction projects to be completed in accordance with the timeframes agreed at the outset with the client, and any extensions agreed with client for additional works etc.</li> </ul> | 95%                | 95%                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 95%                | 95%                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 95%                | 95%                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 80%                | 80%                |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%               | 100%               |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$7,288,126</b> | <b>\$7,313,053</b> |
| <b>Related Broad Outcomes</b><br>3. A More Secure Community<br>4. A More Efficient, Accessible and Affordable Public Service<br>5. Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                   |                    |                    |

*Note: The total cost of supplying this output is \$7,350,652. However, the revenue of \$62,526 from third parties reduces the cost to Cabinet to \$7,288,126.*

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| <b>PWD 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Disaster Preparedness</b> | <b>\$83,821</b>                                                                                         |
| <b>Description</b><br>Carry out disaster preparedness activities for hurricane, earthquake and other natural and manmade disasters including: <ul style="list-style-type: none"> <li>• Executing an annual hurricane preparedness exercise.</li> <li>• Responding to live storms and disasters</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                              |                                                                                                         |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of hurricane preparedness exercises executed</li> <li>• Number of buildings prepared and inspected</li> <li>• Number of shelter and critical facility mechanical, electrical and plumbing systems inspected</li> <li>• Number of live-storms and disasters responded to</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Public Shelters and Government Buildings prepared in accordance with the requirements of Public Works Department's Hurricane Plan and Inspectors checklists.</li> <li>• All Public Shelters / critical facilities generators, water supply systems and other MEP services inspected in accordance with inspectors checklists and all functioning normally under load.</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Annual hurricane preparedness exercise carried out in May each year. (Prior to the start of the hurricane season)</li> <li>• Preparedness activities in hurricane exercise (or live event) completed within 6 Hour timeframe.</li> </ul> <b>Location</b><br>Grand Cayman |                              | <b>2013/14 Budget</b><br><br>1<br><br>97<br>35<br><br>1<br><br>100%<br><br>100%<br><br>100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                              | <b>2012/13 Actual</b><br><br>1<br><br>97<br>35<br><br>0<br><br>95%<br><br>95%<br><br>100%<br><br>100%   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                              | <b>\$83,821</b><br><br><b>\$79,159</b>                                                                  |
| <b>Related Broad Outcomes</b> <ol style="list-style-type: none"> <li>3. A More Secure Community</li> <li>4. A More Efficient, Accessible and Affordable Public Service</li> <li>5. Modern, Smart Infrastructure</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                              |                                                                                                         |

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| <b>VLT 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Licensing of Drivers and Vehicles</b>                                                                                                                                                                                                        | <b>\$4,887</b>                                                                                                                                                         |
| <b>Description</b><br>Provision of services relating to the testing and licensing of vehicles and drivers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                 |                                                                                                                                                                        |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of vehicle inspections</li> <li>Number of vehicle licensed</li> <li>Number of written tests</li> <li>Number of Road Testing of Drivers</li> <li>Provisional and Full Drivers' Licenses issued</li> <li>Input of disqualifications/endorsements in Licensing Register</li> <li>Extract of records of Vehicles from Licensing Register</li> <li>Extract of records of Drivers from Licensing Register</li> </ul><br><b>Quality</b><br>Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel<br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers within 5 – 15 minutes</li> <li>Provisional and Full Drivers' Licenses issued within 5 – 15 minutes</li> <li>Input of disqualifications/endorsements within 1 - 2 working days upon receipt from Court Office and Police Department</li> <li>Extract of records within 3 – 5 working days</li> </ul><br><b>Location</b><br>Grand Cayman<br><b>Cost</b> | <b>2013/14<br/>Budget</b><br><br>33,000-35,000<br>55,000 -58,000<br>3,700-4,000<br>1,700-1,900<br>20,000 -22,000<br>800-900<br>625-675<br>550 -600<br><br>95-100%<br><br>95-100%<br>95-100%<br>95-100%<br>95-100%<br>100%<br><br><b>\$4,887</b> | <b>2012/13<br/>Actual</b><br><br>33,000<br>55,000<br>2,500<br>1,600<br>20,000<br>800<br>625<br>550<br><br>90%<br><br>90%<br>90%<br>95%<br>100%<br><br><b>\$334,485</b> |
| <b>Related Broad Outcome</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                 |                                                                                                                                                                        |

*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.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                           |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>VLT 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Policy Advice</b>      | <b>\$138,040</b>          |
| <b>Description</b><br>Policy advice provided to the Hon. Minister and Ministry of Lands, Agriculture, Planning, Infrastructure and Housing and Infrastructure on all matters relating to vehicle and drivers' licensing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of meetings attended</li> <li>Research for Cabinet papers</li> <li>Provision of technical advice to Ministry</li> <li>Number of press releases</li> <li>Number of monthly/quarterly/annual reports</li> <li>Number of replies to written correspondence</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Percentage of meetings attended with required information and predetermined standards</li> <li>Percentage of Cabinet papers research, technical advice, press releases and replies to written correspondence properly researched, meeting the prescribed format and accurately presented</li> <li>Percentage of reports submitted within prescribed format</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Advice and responses within scheduled time</li> <li>Attendance at meetings</li> <li>Percentage of reports, Cabinet papers, technical advice, press releases and replies to written correspondence submitted within predetermined deadlines</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 50-60                     | 100                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 4-6                       | 12                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 25-30                     | 25                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 4-6                       | 4                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 40-50                     | 40                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 60-70                     | 70                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                   | 95%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                   | 95%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                   | 95%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                   | 95%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 95-100%                   | 95%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$138,040</b>          | <b>\$22,243</b>           |
| <b>Related Broad Outcome</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                           |



## 5. PAYMENT ARRANGEMENTS

Cabinet will pay the Ministry of District Administration, Tourism and Transport for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of District Administration, Tourism and Transport. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| MONTH        | MPA<br>1<br>\$ | MPA<br>2<br>\$   | MPA<br>3<br>\$ | MPA<br>4<br>\$   | MPA<br>5<br>\$ | AGR<br>21<br>\$  | AGR<br>22<br>\$ | AGR<br>24<br>\$ | AGR<br>25<br>\$ |
|--------------|----------------|------------------|----------------|------------------|----------------|------------------|-----------------|-----------------|-----------------|
| July         | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| August       | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| September    | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| October      | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| November     | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| December     | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| January      | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| February     | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| March        | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| April        | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| May          | 12,032         | 160,299          | 2,374          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| June         | 12,034         | 160,304          | 2,370          | 437,999          | 4,525          | 109,378          | 8,906           | 43,612          | 24,236          |
| <b>TOTAL</b> | <b>144,386</b> | <b>1,923,593</b> | <b>28,484</b>  | <b>5,255,991</b> | <b>54,298</b>  | <b>1,312,538</b> | <b>106,876</b>  | <b>523,341</b>  | <b>290,833</b>  |

| MONTH        | AGR<br>26<br>\$ | AGR<br>27<br>\$ | AGR<br>28<br>\$ | AGR<br>29<br>\$ | AGR<br>31<br>\$ | AGR<br>32<br>\$ | CPI<br>1<br>\$ | DVE<br>1<br>\$ | DVE<br>2<br>\$   |
|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|------------------|
| July         | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| August       | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| September    | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| October      | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| November     | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| December     | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| January      | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| February     | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| March        | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| April        | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| May          | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| June         | 35,119          | 45,103          | 20,892          | 22,767          | 39,772          | 7,807           | 18,596         | 4,739          | 221,363          |
| <b>TOTAL</b> | <b>421,426</b>  | <b>541,232</b>  | <b>250,701</b>  | <b>273,203</b>  | <b>477,266</b>  | <b>93,684</b>   | <b>223,146</b> | <b>56,866</b>  | <b>2,656,355</b> |

| MONTH        | DVE<br>3<br>\$ | DVE<br>4<br>\$   | DVE<br>5<br>\$ | DVE<br>6<br>\$ | LSU<br>1<br>\$ | LSU<br>2<br>\$ | LSU<br>3<br>\$   | LSU<br>4<br>\$ | LSU<br>5<br>\$ |
|--------------|----------------|------------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|
| July         | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| August       | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| September    | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| October      | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| November     | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| December     | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| January      | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| February     | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| March        | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| April        | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| May          | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| June         | 5,372          | 119,000          | 2,128          | 37,498         | 20,215         | 18,532         | 108,035          | 30,024         | 19,637         |
| <b>TOTAL</b> | <b>64,466</b>  | <b>1,427,994</b> | <b>25,536</b>  | <b>449,975</b> | <b>242,582</b> | <b>222,383</b> | <b>1,296,415</b> | <b>360,284</b> | <b>235,640</b> |

| MONTH        | LSU<br>6<br>\$ | LSU<br>7<br>\$ | LSU<br>8<br>\$ | LSU<br>9<br>\$ | LSU<br>10<br>\$ | LSU<br>11<br>\$ | LSU<br>12<br>\$ | POS<br>1<br>\$ | POS<br>2<br>\$ |
|--------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|----------------|----------------|
| July         | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| August       | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| September    | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| October      | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| November     | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| December     | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| January      | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| February     | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| March        | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| April        | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| May          | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| June         | 14,541         | 8,346          | 7,702          | 9,797          | -               | 24,401          | 8,939           | 3,164          | 73,220         |
| <b>TOTAL</b> | <b>174,487</b> | <b>100,150</b> | <b>92,423</b>  | <b>117,560</b> | <b>-</b>        | <b>292,811</b>  | <b>107,270</b>  | <b>37,698</b>  | <b>878,645</b> |

| MONTH        | POS<br>4<br>\$ | POS<br>5<br>\$ | PWD<br>1<br>\$ | PWD<br>2<br>\$ | PWD<br>6<br>\$   | PWD<br>7<br>\$ | PWD<br>8<br>\$ | PWD<br>9<br>\$   | PWD<br>10<br>\$ |
|--------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|------------------|-----------------|
| July         | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| August       | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| September    | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| October      | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| November     | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| December     | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| January      | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| February     | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| March        | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| April        | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| May          | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| June         | 17,879         | 31,965         | 1,769          | 6,838          | 109,562          | 2,554          | 71,174         | 607,344          | 6,985           |
| <b>TOTAL</b> | <b>214,545</b> | <b>383,577</b> | <b>21,231</b>  | <b>82,051</b>  | <b>1,314,745</b> | <b>30,645</b>  | <b>854,082</b> | <b>7,288,126</b> | <b>83,821</b>   |

| <b>MONTH</b> | <b>VLT<br/>9<br/>\$</b> | <b>VLT<br/>10<br/>\$</b> | <b>PLN<br/>24<br/>\$</b> | <b>PLN<br/>26<br/>\$</b> | <b>PLN<br/>27<br/>\$</b> | <b>PLN<br/>28<br/>\$</b> | <b>PLN<br/>30<br/>\$</b> | <b>PLN<br/>33<br/>\$</b> | <b>PLN<br/>34<br/>\$</b> |
|--------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| July         | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| August       | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| September    | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| October      | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| November     | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| December     | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| January      | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| February     | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| March        | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| April        | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| May          | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| June         | 407                     | 11,503                   | 27,062                   | 2,566                    | 63,231                   | 15,268                   | 135,043                  | 4,678                    | 5,671                    |
| <b>TOTAL</b> | <b>4,887</b>            | <b>138,040</b>           | <b>324,749</b>           | <b>30,796</b>            | <b>758,777</b>           | <b>183,215</b>           | <b>1,620,519</b>         | <b>56,135</b>            | <b>68,047</b>            |



**MINISTRY OF PLANNING, LANDS, AGRICULTURE, HOUSING, AND INFRASTRUCTURE**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- d. Complete and reliable;
- e. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- f. Comply with generally accepted accounting practice.

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**Mr. Alan Jones, MRCIS**

**Chief Officer**

Ministry of Planning, Lands, Agriculture, Housing and Infrastructure

October 4 2013

*Ministry of Planning, Lands, Agriculture, Housing and Infrastructure*

**FORECAST OPERATING STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                             |             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Unaudited<br/>Actuals</b> | <b>2011/12<br/>Unaudited<br/>Actuals</b> |
|-----------------------------------------------------------------------------|-------------|---------------------------|------------------------------------------|------------------------------------------|
|                                                                             | <b>Note</b> |                           |                                          |                                          |
| <b>Revenue</b>                                                              |             |                           |                                          |                                          |
| Outputs to Cabinet                                                          | 10          | 34,219                    | 35,544                                   | 35,797                                   |
| Outputs to other government agencies                                        | 10          | 1,224                     | 775                                      | 636                                      |
| Outputs to others                                                           | 10          | 8,653                     | 9,458                                    | 8,829                                    |
| Interest revenue                                                            |             | -                         | -                                        | 0                                        |
| <b>Total Operating Revenue</b>                                              |             | <b>44,095</b>             | <b>45,777</b>                            | <b>45,262</b>                            |
| <b>Operating Expenses</b>                                                   |             |                           |                                          |                                          |
| Personnel costs                                                             | 13          | 26,262                    | 25,889                                   | 26,522                                   |
| Supplies and consumables                                                    | 14          | 16,577                    | 17,414                                   | 22,293                                   |
| Depreciation                                                                | 6           | 1,101                     | 1,047                                    | 1,473                                    |
| Capital charge                                                              |             | -                         | -                                        |                                          |
| Other operating expenses                                                    |             | 56                        | 56                                       | 57                                       |
| <b>Total Operating Expenses</b>                                             |             | <b>43,996</b>             | <b>44,406</b>                            | <b>50,346</b>                            |
| <b>Surplus from operating activities and before<br/>extraordinary items</b> |             | <b>99</b>                 | <b>1,371</b>                             | <b>(5,084)</b>                           |
| Extraordinary items                                                         |             | -                         | -                                        | -                                        |
| <b>Net Surplus</b>                                                          |             | <b>99</b>                 | <b>1,371</b>                             | <b>(5,084)</b>                           |

*Ministry of Planning, Lands, Agriculture, Housing and Infrastructure*

**FORECAST STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                               |             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Unaudited<br/>Actuals</b> | <b>2011/12<br/>Unaudited<br/>Actuals</b> |
|-----------------------------------------------|-------------|---------------------------|------------------------------------------|------------------------------------------|
| <b>Opening balance net worth</b>              | <b>Note</b> | <b>56,128</b>             | <b>16,132</b>                            | <b>17,492</b>                            |
| Net surplus                                   |             | 99                        | 1,371                                    | (5,084)                                  |
| Property revaluations                         |             | (629)                     | 10,718                                   | 11,348                                   |
| Investment revaluations                       |             | -                         | -                                        | -                                        |
| Reorganisation of Ministry                    |             | (10,405)                  |                                          |                                          |
| Net revaluations during the period            |             | (11,034)                  | 10,718                                   | 11,348                                   |
| <b>Total recognised revenues and expenses</b> |             | <b>45,193</b>             | <b>28,222</b>                            | <b>23,756</b>                            |
| Equity investment                             |             | 543                       | -                                        | 1,239                                    |
| Repayment of surplus                          |             | (99)                      | (1,371)                                  | -                                        |
| Capital withdrawal                            |             | -                         | -                                        | -                                        |
| <b>Closing balance net worth</b>              |             | <b>45,637</b>             | <b>26,851</b>                            | <b>24,995</b>                            |

**FORECAST BALANCE SHEET**
**AS AT 30 JUNE 2014**

|                                            |             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Unaudited<br/>Actuals</b> | <b>2011/12<br/>Unaudited<br/>Actuals</b> |
|--------------------------------------------|-------------|---------------------------|------------------------------------------|------------------------------------------|
|                                            | <b>Note</b> |                           |                                          |                                          |
| <b>Current Assets</b>                      |             |                           |                                          |                                          |
| Cash and cash equivalents                  | 1           | 4,802                     | 3,698                                    | 2,381                                    |
| Accounts receivable                        | 2           | 17,368                    | 6,897                                    | 10,378                                   |
| Inventories                                | 3           | 3,060                     | 2,081                                    | 1,919                                    |
| Other current assets                       | 5           | 1,369                     | 31                                       | 36                                       |
| <b>Total Current Assets</b>                |             | <b>26,598</b>             | <b>12,706</b>                            | <b>14,714</b>                            |
| <b>Non-Current Assets</b>                  |             |                           |                                          |                                          |
| Property, plant and equipment              | 6           | 23,899                    | 19,137                                   | 22,232                                   |
| Other non-current assets                   |             | 275                       | -                                        | -                                        |
| <b>Total Non-Current Assets</b>            |             | <b>24,173</b>             | <b>19,137</b>                            | <b>22,232</b>                            |
|                                            |             |                           |                                          |                                          |
| <b>Total Assets</b>                        |             | <b>50,771</b>             | <b>31,843</b>                            | <b>36,946</b>                            |
| <b>Current Liabilities</b>                 |             |                           |                                          |                                          |
| Accounts payable                           | 7           | 3,521                     | 3,720                                    | 6,209                                    |
| Unearned revenue                           | 8           | 451                       | 451                                      | 470                                      |
| Employee entitlements                      | 9           | 1,163                     | 924                                      | 853                                      |
| Other current liabilities                  | 7           | -                         | (102)                                    | -                                        |
| <b>Total Current Liabilities</b>           |             | <b>5,135</b>              | <b>4,993</b>                             | <b>7,532</b>                             |
| <b>Non-Current Liabilities</b>             |             |                           |                                          |                                          |
| Employee entitlements                      |             | -                         | -                                        | -                                        |
| Other non-current liabilities              |             | -                         | -                                        | -                                        |
| <b>Total Non-Current Liabilities</b>       |             | <b>-</b>                  | <b>-</b>                                 | <b>-</b>                                 |
|                                            |             |                           |                                          |                                          |
| <b>Total Liabilities</b>                   |             | <b>5,135</b>              | <b>4,993</b>                             | <b>7,532</b>                             |
| <b>TOTAL ASSETS LESS TOTAL LIABILITIES</b> |             | <b>45,637</b>             | <b>26,851</b>                            | <b>29,414</b>                            |
| <b>Net worth</b>                           |             |                           |                                          |                                          |
| Contributed capital                        |             | 21,015                    | 16,897                                   | 17,493                                   |
| Asset revaluation reserve                  |             | 14,307                    | 10,718                                   | 11,348                                   |
| Accumulated surpluses                      |             | 10,315                    | (765)                                    | 574                                      |
| <b>Total Net Worth</b>                     |             | <b>45,637</b>             | <b>26,851</b>                            | <b>29,414</b>                            |



Ministry of Planning, Lands, Agriculture, Housing and Infrastructure

FORECAST CASH FLOW STATEMENT

FOR YEAR ENDED 30 JUNE 2014

|                                                             |      | 2013/14<br>Budget | 2012/13<br>Unaudited<br>Actuals | 2011/12<br>Unaudited<br>Actuals |
|-------------------------------------------------------------|------|-------------------|---------------------------------|---------------------------------|
|                                                             | Note |                   |                                 |                                 |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                   |                                 |                                 |
| <u>Receipts</u>                                             |      |                   |                                 |                                 |
| Outputs to Cabinet                                          |      | 34,219            | 35,544                          | 35,797                          |
| Outputs to other government agencies                        |      | 1,224             | 775                             | 636                             |
| Outputs to others                                           |      | 8,653             | 9,458                           | 8,829                           |
| Interest received                                           |      | -                 | -                               | -                               |
| <u>Payments</u>                                             |      |                   |                                 |                                 |
| Personnel costs                                             | 13   | (26,262)          | (25,889)                        | (26,522)                        |
| Suppliers                                                   | 14   | (16,577)          | (17,414)                        | (22,293)                        |
| Other payments                                              |      | (56)              | (56)                            | (57)                            |
| <b>Net cash flows from operating activities</b>             | 18   | <b>1,200</b>      | <b>2,418</b>                    | <b>(3,611)</b>                  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                   |                                 |                                 |
| Purchase of non-current assets                              |      | (543)             | -                               | (888)                           |
| Proceeds from sale of non-current assets                    |      | -                 | -                               | -                               |
| <b>Net cash flows from investing activities</b>             |      | <b>(543)</b>      | <b>-</b>                        | <b>(888)</b>                    |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                   |                                 |                                 |
| Equity investment                                           |      | 543               | 270                             | -                               |
| Repayment of surplus                                        |      | (99)              | (1,371)                         | 5,084                           |
| Capital withdrawal                                          |      | -                 | -                               | -                               |
| <b>Net cash flows from financing activities</b>             |      | <b>443</b>        | <b>(1,101)</b>                  | <b>5,084</b>                    |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>1,101</b>      | <b>1,317</b>                    | <b>585</b>                      |
| Cash and cash equivalents at beginning of period            |      | 3,701             | 2,381                           | 1,796                           |
| <b>Cash and cash equivalents at end of period</b>           | 1    | <b>4,802</b>      | <b>3,698</b>                    | <b>2,381</b>                    |

## STATEMENT OF ACCOUNTING POLICIES

### General Accounting Policies

#### Reporting entity

These forecast financial statements are for the ***Planning, Lands, Agriculture, Housing and Infrastructure***

#### Basis of preparation

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

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

#### Reporting Period

The reporting period is the period ended 30 June, 2014.

### Specific Accounting Policies

#### Revenue

##### *Output revenue*

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

##### *Interest revenue*

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

#### Expenses

##### *General*

Expenses are recognised when incurred.

##### *Depreciation*

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

## Assets

### *Cash and cash equivalents*

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

### *Receivables and advances*

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

### *Inventory*

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

### *Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

### *Computer Hardware and Software*

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

## Liabilities

### *Accounts Payable*

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

### *Provisions*

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

### *Employee entitlements*

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability.

Long service leave liabilities are measured as the present value of estimated leave service entitlements.

**Note 1: Cash and cash equivalents**

| Description                                                   | Foreign<br>Currency | Exchange<br>Rate | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|---------------------------------------------------------------|---------------------|------------------|-------------------|---------------------------------|---------------------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 9                   | 1.0000           | 9                 | 22                              | 7                               |
| Cash in transit (IRIS Remittance Account)                     | 161                 | 1.0000           | 161               | 146                             | 188                             |
| CI\$ Operational Current Account held at Royal Bank of Canada | 4,343               | 1.0000           | 4,343             | 3,247                           | 1,634                           |
| US\$ Operational Current Account held at Royal Bank of Canada | 258                 | 0.8375           | 216               | 216                             | 537                             |
| Payroll Current Account held at Royal Bank of Canada          | 73                  | 1.0000           | 73                | (8)                             | 15                              |
| Bank Accounts held at other financial institutions            | 0                   | 1.0000           | -                 | 75                              | -                               |
| <b>TOTAL</b>                                                  | <b>4,844</b>        | <b>0</b>         | <b>4,802</b>      | <b>3,698</b>                    | <b>2,381</b>                    |

## Note 2 Trade and other receivables

| Trade Receivables                         | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|-------------------------------------------|-------------------|---------------------------------|---------------------------------|
| Sale of goods and services                | 10,395            | 3,811                           | 965                             |
| Outputs to Cabinet                        | 4,610             | 3,051                           | 6,142                           |
| Outputs to other government agencies      | -                 | -                               | -                               |
| <b>Less: provision for doubtful debts</b> | (710)             | -                               | -                               |
| <b>Total trade receivables</b>            | <b>14,295</b>     | <b>6,861</b>                    | <b>7,108</b>                    |

| Other Receivables                         | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|-------------------------------------------|-------------------|---------------------------------|---------------------------------|
| Advances (salary, Official Travel, etc)   | 55                | 2                               | 9                               |
| Dishonoured cheques                       | 9                 | 33                              | 25                              |
| Interest receivable                       | -                 | -                               | -                               |
| Other                                     | 3,010             | -                               | 3,237                           |
| <b>Less: provision for doubtful debts</b> | -                 | -                               | -                               |
| <b>Total other receivables</b>            | <b>3,073</b>      | <b>36</b>                       | <b>3,271</b>                    |

|                           | Trade<br>Receivables | Other<br>Receivables | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|---------------------------|----------------------|----------------------|-------------------|---------------------------------|---------------------------------|
| <b>Current</b>            |                      |                      |                   |                                 |                                 |
| Past due 1-30 days        | 14,295               | 3,073                | 17,368            | 6,897                           | 10,379                          |
| Past due 31-60 days       | 0                    | 0                    | -                 | 0                               | 0                               |
| Past due 61-90 days       | 0                    | 0                    | -                 | 0                               | 0                               |
| Past due 90 and above     | 0                    | 0                    | -                 | 0                               | 0                               |
| <b>Non-Current</b>        |                      |                      |                   |                                 |                                 |
| Past due 1 year and above | 0                    | 0                    | -                 | 0                               | 0                               |
| <b>Total</b>              | <b>14,295</b>        | <b>3,073</b>         | <b>17,368</b>     | <b>6,897</b>                    | <b>10,379</b>                   |

Changes in the provision of doubtful debts:

| Description                                | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|--------------------------------------------|-------------------|---------------------------------|---------------------------------|
| Balance at 1 July                          | (710)             | -                               | -                               |
| Additional provisions made during the year | -                 | -                               | -                               |
| Receivables written off during the period  | -                 | -                               | -                               |
| Balance at 30 June                         | (710)             | -                               | -                               |

**Note 3: Inventories**

| Description                                                   | Current      | Non-Current | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|---------------------------------------------------------------|--------------|-------------|-------------------|---------------------------------|---------------------------------|
| Inventory held for use in the provision of goods and services | 66           | -           | 66                | 66                              |                                 |
| Inventory held for sale                                       | 2,993        | -           | 2,993             | 2,015                           | 1,919                           |
| Impairment of Inventory                                       | 0            | -           | -                 | -                               | -                               |
| <b>TOTAL INVENTORIES</b>                                      | <b>3,060</b> | <b>-</b>    | <b>3,060</b>      | <b>2,081</b>                    | <b>1,919</b>                    |

**Note 5 Prepayments**

| Description               | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|---------------------------|-------------------|---------------------------------|---------------------------------|
| Insurance                 | 0                 | 0                               | 0                               |
| Prepayments (System Only) | 1,369             | 31                              | 36                              |
| <b>Total</b>              | <b>1,369</b>      | <b>31</b>                       | <b>36</b>                       |

Note 6: Property, plant & equipment

Cost of Property, plant & equipment

| <i>Cost of Property, plant &amp; equipment</i> | <i>Land</i> | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Fittings</i> | <i>Computers</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Aircraft</i> | <i>Other assets</i> | <i>Work in progress</i> | <i>Intangible Assets</i> | <i>Total</i> |
|------------------------------------------------|-------------|----------------------------|------------------|-------------------------------|------------------|-----------------------|-----------------------|-----------------------|-----------------|---------------------|-------------------------|--------------------------|--------------|
| Balance as at 1 July 2012                      | -           | 1,469                      | 6,285            | 1,736                         | 2,707            | 407                   | 4,643                 | 89                    | -               | 191                 | 1,003                   | -                        | 18,530       |
| Additions                                      | -           | 1                          | 20               | 89                            | 32               | 6                     | 175                   |                       |                 | 1                   | 2,140                   |                          | 2,464        |
| Revaluations                                   |             | -                          | -                | -                             | -                | -                     | -                     | -                     | -               | -                   | -                       | -                        | -            |
| Disposals                                      | -           |                            |                  |                               |                  |                       |                       |                       |                 |                     |                         |                          |              |
| Reorganization                                 | -           |                            |                  |                               |                  |                       |                       |                       |                 |                     |                         |                          | 6,831        |
| Balance as at 30 June 2013                     | -           | 1,470                      | 6,305            | 1,825                         | 2,739            | 413                   | 4,818                 | 89                    | -               | 192                 | 3,143                   | -                        | 27,826       |

| <i>Cost of Property, plant &amp; equipment</i> | <i>Land</i> | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture</i> | <i>Computers</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Aircraft</i> | <i>Other assets</i> | <i>Work in progress</i> | <i>Intangible Assets</i> | <i>Total</i> |
|------------------------------------------------|-------------|----------------------------|------------------|------------------|------------------|-----------------------|-----------------------|-----------------------|-----------------|---------------------|-------------------------|--------------------------|--------------|
| Balance as at 1 July 2013                      | -           | 4,323                      | 28,536           | 1,657            | 1,814            | 3,278                 | 15,840                | 9                     | 1,638           | 1,983               | 2,280                   | 448                      | 61,807       |
| Additions                                      | -           | 92                         | -                | 94               | 60               | -                     | 287                   | -                     | -               | -                   | -                       | 10                       | 543          |
| Revaluations                                   | -           | -                          | -                | -                | -                | -                     | -                     | -                     | -               | -                   | -                       | -                        | -            |
| Disposals                                      | -           | -                          | -                | -                | -                | -                     | -                     | -                     | -               | -                   | -                       | -                        | -            |
| Transfers                                      | -           | (2,240)                    | (7,119)          | (309)            | (147)            | (4)                   | (11,217)              | (9)                   | (1,638)         | (1,677)             | -                       | 42                       | (24,317)     |
| Balance as at 30 June 2014                     | -           | 2,175                      | 21,418           | 1,442            | 1,728            | 3,274                 | 4,910                 | -                     | -               | 305                 | 2,280                   | 500                      | 38,032       |

Accumulated Depreciation and impairment losses

|                               | <i>Land</i> | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture</i> | <i>Computers</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Aircraft</i> | <i>Other assets</i> | <i>Work in progress</i> | <i>Intangible Assets</i> | <i>Total</i> |
|-------------------------------|-------------|----------------------------|------------------|------------------|------------------|-----------------------|-----------------------|-----------------------|-----------------|---------------------|-------------------------|--------------------------|--------------|
| Balance as at 1 July 2012     | -           | 833                        | 56               | 966              | 1,569            | 93                    | 3,855                 | 48                    | -               | 222                 | -                       | -                        | 7,642        |
| Transfers                     | -           |                            |                  |                  |                  |                       |                       |                       |                 |                     |                         | -                        | -            |
| Eliminate on Disposal 2012/13 | -           | -                          | -                | -                | -                | -                     | -                     | -                     | -               | -                   | -                       | -                        | -            |
| Depreciation Expense 2012/13  | -           | 114                        | 22               | 80               | 337              | 39                    | 238                   | 0                     | -               | 6                   | -                       | 212                      | 1,047        |
| Impairment Reserve 2012/13    | -           | -                          | -                | -                | -                | -                     | -                     | -                     | -               | -                   | -                       | -                        | -            |
| Balance as at 30 June 2013    | -           | 947                        | 78               | 1,046            | 1,906            | 132                   | 4,093                 | 48                    | -               | 228                 | -                       | 212                      | 8,689        |

|                               | <i>Land</i> | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture</i> | <i>Computers</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Marine Vessels</i> | <i>Aircraft</i> | <i>Other assets</i> | <i>Work in progress</i> | <i>Intangible Assets</i> | <i>Total</i> |
|-------------------------------|-------------|----------------------------|------------------|------------------|------------------|-----------------------|-----------------------|-----------------------|-----------------|---------------------|-------------------------|--------------------------|--------------|
| Balance as at 1 July 2013     | -           | 3,866                      | 1,393            | 1,374            | 1,743            | 2,008                 | 14,948                | 3                     | 88              | 465                 | -                       | 153                      | 26,041       |
| Transfers                     | -           | (2,336)                    | 556              | (339)            | (196)            | (6)                   | (10,710)              | (3)                   | (88)            | (203)               | -                       | 43                       | (13,283)     |
| Eliminate on Disposal 2013/14 | -           | -                          | -                | -                | -                | -                     | -                     | -                     | -               | -                   | -                       | -                        | -            |
| Depreciation Expense 2013/14  | -           | 114                        | 248              | 86               | 305              | 29                    | 274                   | -                     | -               | 16                  | -                       | 30                       | 1,101        |
| Impairment Reserve 2013/14    | -           | -                          | -                | -                | -                | -                     | -                     | -                     | -               | -                   | -                       | -                        | -            |
| Balance as at 30 June 2014    | -           | 1,643                      | 2,197            | 1,122            | 1,851            | 2,031                 | 4,511                 | -                     | -               | 278                 | -                       | 225                      | 13,859       |

|                             |   |     |       |     |     |     |     |    |   |      |       |       |        |
|-----------------------------|---|-----|-------|-----|-----|-----|-----|----|---|------|-------|-------|--------|
| Net Book value 30 June 2013 | - | 523 | 6,227 | 779 | 833 | 281 | 725 | 41 | - | (36) | 3,143 | (212) | 19,137 |
|-----------------------------|---|-----|-------|-----|-----|-----|-----|----|---|------|-------|-------|--------|

|                             |   |     |        |     |       |       |     |   |   |    |       |     |        |
|-----------------------------|---|-----|--------|-----|-------|-------|-----|---|---|----|-------|-----|--------|
| Net Book value 30 June 2014 | - | 532 | 19,221 | 321 | (123) | 1,242 | 399 | - | - | 27 | 2,280 | 275 | 24,173 |
|-----------------------------|---|-----|--------|-----|-------|-------|-----|---|---|----|-------|-----|--------|

**Note 7: Trade payables, other payables & Accruals**

|                                                         | Current      | Non-Current | Budget 2013/14 | Unaudited Actuals 2012/13 | Unaudited Actuals 2011/12 |
|---------------------------------------------------------|--------------|-------------|----------------|---------------------------|---------------------------|
| Creditors                                               | 637          | -           | 637            | 464                       | 778                       |
| Creditors Ministries/Portfolios                         | -            | -           | -              | -                         | -                         |
| Creditors other government agencies                     | -            | -           | -              | -                         | -                         |
| Payroll Deductions                                      | 7            | -           | 7              | -                         | (433)                     |
| Operating Lease                                         | -            | -           | -              | -                         | -                         |
| Accrued Expenses                                        | 2,496        | -           | 2,496          | 2,897                     | 5,561                     |
| Other payables                                          | 380          | -           | 380            | 359                       | 303                       |
| <b>Total trade payables other payables and accruals</b> | <b>3,521</b> | <b>-</b>    | <b>3,521</b>   | <b>3,720</b>              | <b>6,209</b>              |

**Note 8 : Unearned Revenue**

| Details                       | Current    | Non-Current | Budget 2013/14 | Unaudited Actuals 2012/13 | Unaudited Actuals 2011/12 |
|-------------------------------|------------|-------------|----------------|---------------------------|---------------------------|
| Rentals paid in advance       | -          | -           | -              | -                         | -                         |
| Immigration deposits          | -          | -           | -              | -                         | -                         |
| Customs deposits              | -          | -           | -              | -                         | -                         |
| Revenue deposits              | -          | -           | -              | -                         | -                         |
| Other unearned revenue        | 451        | -           | 451            | 451                       | 470                       |
| Non-Current Unearned Revenue  | -          | -           | -              | -                         | -                         |
| <b>Total unearned revenue</b> | <b>451</b> | <b>-</b>    | <b>451</b>     | <b>451</b>                | <b>470</b>                |

**Note 9: Employee entitlements**

|                                                              | Budget 2013/14 | Unaudited Actuals 2012/13 | Unaudited Actuals 2011/12 |
|--------------------------------------------------------------|----------------|---------------------------|---------------------------|
| Annual Leave                                                 | 10             | 12                        | 11                        |
| Retirement and long service leave                            | 1,154          | 912                       | 843                       |
| Accrued salaries                                             | -              | -                         | -                         |
| Travel                                                       | -              | -                         | -                         |
| Pension                                                      | -              | -                         | -                         |
| Other salary related entitlements                            | -              | -                         | -                         |
| <b>Total current portion</b>                                 | <b>1,163</b>   | <b>924</b>                | <b>854</b>                |
| <i>Non-current employee entitlements are represented by:</i> |                |                           |                           |
| Retirement and long service leave                            | -              | -                         | -                         |
|                                                              |                |                           |                           |
| <b>Total employee entitlements</b>                           | <b>1,163</b>   | <b>924</b>                | <b>854</b>                |



**Note 10: Sales of Goods & Services**

| <b>Revenue type</b>                      | <b>Budget<br/>2013/14</b> | <b>Unaudited<br/>Actuals<br/>2012/13</b> | <b>Unaudited<br/>Actuals<br/>2011/12</b> |
|------------------------------------------|---------------------------|------------------------------------------|------------------------------------------|
| Outputs to Cabinet                       | 34,219                    | 35,544                                   | 35,797                                   |
| Outputs to other government agencies     | 1,224                     | 775                                      | 636                                      |
| Fees and charges                         | 3,610                     | 3,732                                    | 3,114                                    |
| General sales                            | 3,613                     | 4,075                                    | 4,232                                    |
| Rentals                                  | 1,148                     | 1,351                                    | 1,117                                    |
| Other                                    | 282                       | 299                                      | 366                                      |
|                                          |                           |                                          |                                          |
| <b>Total sales of goods and services</b> | <b>44,095</b>             | <b>45,777</b>                            | <b>45,262</b>                            |

|       |                                            |               |
|-------|--------------------------------------------|---------------|
|       | <b>Fees and Charges</b>                    |               |
| 42001 | Agricultural Department Fees               | 315           |
| 42039 | Customized License Plates                  | 20            |
| 42033 | Drivers Examination Fees                   | 156           |
| 42037 | Duplicate Vehicle Log Books                | 40            |
| 42006 | Electrical Inspection Fees                 | 25            |
| 42142 | Electrical License Fees                    | 60            |
| 42624 | Elevator Inspection Fees                   | 50            |
| 42140 | Heavy Equipment Application Fees           | 4             |
| 42013 | Land Survey Fees                           | 115           |
| 42007 | M. V. Inspection Fees                      | 1,296         |
| 42101 | Mail Terminal Credits                      | 505           |
| 42079 | Maintenance of Buildings (Labour)          | 8             |
| 42102 | Motor Vehicle License Plates               | 324           |
| 42649 | Online Planning System Fees                | 20            |
| 42650 | Planning Inspection Call-Out Fee           | 8             |
| 42019 | Vehicle And Equip. Maintenance Fees        | 61            |
| 42036 | Vehicle Bank Liens                         | 48            |
| 42038 | Vehicle Change Of Ownership                | 180           |
| 42093 | Web Receipts                               | 375           |
|       | <b>Fees &amp; Charges</b>                  | <b>3,610</b>  |
|       | <b>General Sales</b>                       |               |
| 42127 | Inventory Spare Parts                      | 77            |
| 42413 | Maintenance of Buildings (Materials)       | 55            |
| 42103 | Other Postal Business                      | 103           |
| 42117 | Philatelic Sales                           | 27            |
| 42105 | Postal Stamps                              | 1,670         |
| 42111 | Sale of Agric. Supplies/Produce            | 1,675         |
| 42141 | Sale of Planning Documents                 | 6             |
|       | <b>Total General Sales</b>                 | <b>3,613</b>  |
|       | <b>Rentals</b>                             |               |
| 42301 | Postal Box Rental Fees                     | 980           |
| 42317 | Rental - Temporary Housing                 | 3             |
| 42308 | Rentals - Craft Market                     | 60            |
| 42306 | Rentals - Other Properties                 | 92            |
| 42309 | Rentals - Town Halls                       | 14            |
|       | <b>Total Rentals</b>                       | <b>1,148</b>  |
|       | <b>Other Goods &amp; Services Revenue</b>  |               |
|       | <b>Goods &amp; Services Revenue</b>        |               |
| 42096 | GIS Applications                           | 103           |
| 42419 | GPS Licenses Refund                        | 18            |
| 42092 | Mapping Services                           | 80            |
| 42405 | Miscellaneous Licensing Receipts           | 81            |
| 42404 | Miscellaneous Receipts                     | 0             |
|       |                                            | <b>282</b>    |
|       | <b>Sales of Outputs to Cabinet</b>         |               |
| 46001 | Sales of Outputs to Cabinet                | 34,219        |
|       | <b>Total Sales of Outputs to Cabinet</b>   | <b>34,219</b> |
|       | <b>Other Interdepartmental Revenue</b>     |               |
| 46506 | Financial Attest Services                  | -             |
| 465xx | Revenue from Ministries/Portfolios & Pu    | 1,224         |
|       | <b>Total Other Interdepartmental Reven</b> | <b>1,224</b>  |
|       |                                            |               |
|       | <b>Total Goods and Services</b>            | <b>44,095</b> |
|       |                                            |               |

**Note 11: Investment revenue**

| Revenue type                    | Budget<br>2013/14 |
|---------------------------------|-------------------|
| Interest on cash balances       | -                 |
| Interest on deposits held with  | -                 |
| Other                           | -                 |
|                                 | -                 |
| <b>Total Investment revenue</b> | -                 |

**Note 13: Personnel costs**

| Description                    | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|--------------------------------|-------------------|---------------------------------|---------------------------------|
| Salaries, wages and allowances | 20,378            | 20,382                          | 21,225                          |
| Health care                    | 4,627             | 4,232                           | 3,896                           |
| Pension                        | 1,146             | 1,096                           | 1,112                           |
| Leave                          | 4                 | 74                              | 195                             |
| Other personnel related costs  | 106               | 104                             | 94                              |
| <b>Total Personnel Costs</b>   | <b>26,262</b>     | <b>25,889</b>                   | <b>26,522</b>                   |

**Note 14: Supplies and consumables**

| Description                             | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|-----------------------------------------|-------------------|---------------------------------|---------------------------------|
| Supplies and Materials                  | 6,835             | 7,185                           | 9,744                           |
| Purchase of services                    | 4,356             | 4,826                           | 4,447                           |
| Lease of Property and Equipment         | 199               | 232                             | 901                             |
| Utilities                               | 3,037             | 2,937                           | 3,120                           |
| General Insurance                       | 1,707             | 1,701                           | 1,659                           |
| Interdepartmental expenses              | 56                | 127                             | 43                              |
| Travel and Subsistence                  | 78                | 180                             | 267                             |
| Recruitment and Training                | 154               | 124                             | 234                             |
| Other                                   | 155               | 102                             | 1,878                           |
| <b>Total Supplies &amp; consumables</b> | <b>16,577</b>     | <b>17,414</b>                   | <b>22,293</b>                   |

**Note 15: Finance costs**

|                           | Budget<br>2013/14 | Unaudited<br>Actuals<br>2012/13 | Unaudited<br>Actuals<br>2011/12 |
|---------------------------|-------------------|---------------------------------|---------------------------------|
| Overdraft Expenses        | -                 | -                               | -                               |
| Entity Interest Account   | -                 | -                               | -                               |
| <b>Total Finance cost</b> | -                 | -                               | -                               |

#### Note 16 Litigation cost

| <b>Litigation Costs</b>      | <b>Budget<br/>2013/14</b> | <b>Unaudited<br/>Actuals<br/>2012/13</b> | <b>Unaudited<br/>Actuals<br/>2011/12</b> |
|------------------------------|---------------------------|------------------------------------------|------------------------------------------|
| Legal Fees                   | -                         | -                                        | -                                        |
| Description                  | -                         | -                                        | -                                        |
| <b>Total Litigation cost</b> | -                         | -                                        | -                                        |

#### Note 17: Gains / (losses)

|                                                                | <b>Budget<br/>2013/14</b> | <b>Unaudited<br/>Actuals<br/>2012/13</b> | <b>Unaudited<br/>Actuals<br/>2011/12</b> |
|----------------------------------------------------------------|---------------------------|------------------------------------------|------------------------------------------|
| Net (gain) / loss on disposal of property, plant and equipment | -                         | 126                                      | -                                        |
| Net (gain) / loss on foreign exchange Transactions             | -                         | (24)                                     | (27)                                     |
| <b>Total gains/ (losses)</b>                                   | -                         | <b>102</b>                               | <b>(27)</b>                              |

#### Note 18: Reconciliation of net cash flows from operating activities to surplus/(deficit)

| <b>Description</b>                                    | <b>Budget<br/>2013/14</b> | <b>Unaudited<br/>Actuals<br/>2012/13</b> | <b>Unaudited<br/>Actuals<br/>2011/12</b> |
|-------------------------------------------------------|---------------------------|------------------------------------------|------------------------------------------|
| <b>Surplus/(deficit) from ordinary activities</b>     | 99                        | 1,371                                    | (5,084)                                  |
| <b>Non-cash movements</b>                             |                           | -                                        | -                                        |
| Depreciation expense                                  | 1,101                     | 1,047                                    | 1,473                                    |
| Impairment                                            | -                         | -                                        | -                                        |
| (Gain)/losses on sale of property plant and equipment | -                         | -                                        | -                                        |
|                                                       |                           |                                          |                                          |
| <b>Changes in current assets and liabilities:</b>     |                           | -                                        | -                                        |
| (Increase)/decrease in receivables - Cabinet          | -                         | -                                        | -                                        |
| (Increase)/decrease in other current assets           | -                         | -                                        | -                                        |
| Increase/(decrease) in payables                       | -                         | -                                        | -                                        |
| (Increase)/decrease in inventories                    | -                         | -                                        | -                                        |
| Increase/(decrease) in payables                       | -                         | -                                        | -                                        |
| <b>Net cash flows from operating activities</b>       | <b>1,200</b>              | <b>2,418</b>                             | <b>(3,611)</b>                           |

# ANNUAL BUDGET STATEMENT

## MINISTRY OF EDUCATION, EMPLOYMENT AND GENDER AFFAIRS

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## **CONTENT**

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the Draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Honourable Tara Rivers**

**Minister**

Ministry of Education, Employment and Gender Affairs

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Mrs. Mary Rodrigues, JP**

**Chief Officer**

Ministry of Education, Employment and Gender Affairs

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE



## 1. NATURE AND SCOPE OF ACTIVITIES

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### GENERAL NATURE OF ACTIVITIES

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

Departments/Units within the Ministry's remit include: the Department of Education Services (DES); the Early Childhood Care and Education Unit; the Education Quality Assurance Unit (EQUA) (formerly Educational Standards and Assessment Unit); the Department of Labour & Pensions; the National Workforce Development Agency (NWDA); Public Libraries (LIB); the Sunrise Adult Training Centre (SRC), Information, Communication and Technology Services (ICT) and the Gender Affairs Unit.

The University College of the Cayman Islands (UCCI), a Government Owned Company, also falls within the remit of the Ministry.

### SCOPE OF ACTIVITIES

The scope of the Ministry's activities includes:

#### Core Ministry

- Policy advice, development, implementation, communication and evaluation services to the Hon. Minister, and support for legislation
- Funding and governance services by the core ministry to its departments/units, and, on the Minister's behalf, for UCCI. The Ministry also manages executive expenditure and executive assets which fall within the Minister's areas of responsibility
- General secretarial and administrative services to the Hon. Minister, as well as services to support the administration of the Education Council Scholarship programme, Secretariat services to the Education Council and new this year, the Young National Builders Scholarship Programme.

#### Departments and Units

- **Department of Education Services** - provision of Primary, Secondary, Further Education, Special Education and alternative education services in public schools
- **Early Childhood Care and Education Unit** - provision of services to enhance the quality of and access to early childhood care and education, in private and public settings
- **Education Quality Assurance Unit**- provision of quality assurance services for education, focusing on monitoring, evaluating and reporting on educational standards in private and public schools, and other institutions as required.
- **Sunrise Adult Training Centre** – provision of training and therapeutic programmes for adults with Disabilities
- **Department of Labour and Pensions** - administration of both the Labour Law and the National Pensions Law, including workplace compliance and enforcement, administrative support for Employment Tribunals, training and promotion to promote harmonious labour relations and the adoption of good employment and human resource practices.
- **National Workforce Development Agency** - provision of services to enhance the

employability and competitiveness of both employees and job seekers; address barriers to employment; assist with job placements; provide labour market information; and ensure alignment of the National Scholarship Programme with the needs of the economy.

- **Cayman Islands Public Library Service** - provision of materials and services for community residents of all ages for personal enrichment, enjoyment and educational needs. The Library has a special mission to young children and their parents to encourage a love of reading and learning.
- **Information Communication Technology**- strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education, Training and Employment, including management of Education ICT network (approximately 600 teachers and 5000 students,) and provision of ICT support for end-users; procurement; systems integration and ICT policy.
- **Gender Affairs Unit** – provision of gender mainstreaming through research, policy advice, gender analysis of legislation, policies, operations and programmes within the Ministry and other government entities, as well as public education and sector or issue specific gender training. The Unit also provides administrative support for the Gender Equality Tribunal.
- **University College of the Cayman Islands** – provision of tertiary educational opportunities at several levels including, Pre-College, Dual Entry and Technical programmes; and Associate's, Bachelor's and Master's degree programmes.

**Others**

- Supporting tertiary education, through funding support to the International College of the Cayman Islands (ICCI)

## **CUSTOMERS AND LOCATION OF ACTIVITIES**

Ministry's customers are the Cabinet, the Minister of Education, Employment and Gender Affairs, all its departments and Units, UCCI and other Government Ministries. Externally, services are provided to the business community, students, employers and employees and the general public.

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

## STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the Ministry of Education, Employment and Gender Affairs for 2013/14 and the subsequent two years are as follows:

- To implement a business/strategic planning process for the core ministry and its departments/units, with effective links to the budget process and performance management.
- Enhance the efficiency and effectiveness of centralized HR functions
- To continue to strengthen budget preparation, monitoring and reporting systems and processes across the ministry
- To continue to strengthen performance management systems and processes to imbed formal succession planning processes across the ministry

### Key Strategic Objectives for 2013/14

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

- Strengthen leadership and build national capacity
- Set high standards and improve student achievement and progress
- Enhance skills for learning, life and work
- Build a world-class Early Childhood Care and Education system
- Develop safer learning environments and promote inclusion
- Build strong partnerships with parents and communities

Some key initiatives:

- Full-scale implementation of the National Strategic Plan for Education
- Increasing parent, student and stakeholder engagement in 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
- Implementing 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 (Student Voice) and introducing a new parenting and pregnant teens programme
- 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

2. The Ministry will build on the establishment of its 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.

**Some key initiatives:**

- Introduction of legislation to underpin the work of the National Workforce Development Agency
  - 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
  - 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
  - Public / Private partnerships that facilitate the joining of resources to ensure that the needs of the community are adequately addressed
3. The Ministry will continue to support the Sunrise Adult Training Centre's vocational training programme which focuses on providing vocational training and support services for adults with disabilities.

**Some key initiatives**

- Development of an internship programme to allow placement in government and community work environments
  - Continued establishment and expansion of supported work placements within the community
  - Utilization of a vocational assessment tool to identify work readiness skills and needed support for suitable job placement
  - Continued partnership with the community and government to increase training and employment opportunities in the community
  - Development of a partnership with NWDA to increase employment placements for adults with disabilities
4. The Ministry will build on the establishment of its new Department of Labour and Pensions, to provide a one-stop-shop and more effective and efficient mechanisms for managing compliance and enforcement of pension and labour matters.

**Some key initiatives:**

- Implementation of amendments to the National Pensions Law and the Labour Law
- Development of a 'culture of compliance' of adherence to labour/business related laws through integrated work with key Government and non-governmental organisations
- Promotion of best-practice in labour and pension compliance, through promotions,

- communications and training
  - Redevelopment of the department's website, to enhance customer service and access to labour-related information
  - Activation of the new Inspections Unit, to allow for proactive Inspections and Audits of workplaces in accordance with the Labour and Pensions Laws
5. The Ministry will continue to support the further development of the Public Library Service as critical community resources for personal enrichment, enjoyment and educational needs, and as an important component of the national workforce development and training agenda.

**Some key initiatives:**

- 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
6. The Ministry will continue to provide gender mainstreaming efforts in Government through the Gender Affairs Unit.

**Some key initiatives:**

- Continue to work towards extension of 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
  - In collaboration with the Ministry of Community Affairs, review the National Committee on Gender and Family Violence (NCGFV) with an aim to revamp the committee's structure and terms of reference
  - Continue to promote gender equality and provide awareness of the Gender Equality Law through training and communications
7. The University College of the Cayman Islands will continue to provide quality education programmes and learning opportunities
- Development and Implementation of a five-year Strategic Plan 2013-2018
  - Continue to raise the profile of the College through the following strategic collaborations, 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; Coventry University, United Kingdom.
  - Celebrations of the 10<sup>th</sup> Anniversary of the Charter of University College (August 24<sup>th</sup> 2014)
  - Development of new programmes and courses including an Associate of Arts in Legal Studies in collaboration with CILEx; 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

## 2. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of Education, Employment and Gender Affairs for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 73,855                  | 74,528                  |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies |                         |                         |
| Revenue from others                                                                 | 1,507                   | 195                     |
| Surplus/deficit from outputs                                                        |                         |                         |
| Ownership expenses                                                                  |                         |                         |
| <b>Operating Surplus/Deficit</b>                                                    | <b>75,363</b>           | <b>74,723</b>           |
|                                                                                     |                         |                         |
| Net Worth                                                                           | 295,915                 | 293,014                 |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | 6,799                   | 7,068                   |
| Cash flows from investing activities                                                | (2,900)                 | (19,150)                |
| Cash flows from financing activities                                                | 2,900                   | 19,150                  |
| Change in cash balances                                                             | 6,797                   | 7,068                   |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) | 882%                   | 607%                   |
| Total Assets: Total Liabilities                       | 4962%                  | 3511%                  |

## MAINTENANCE OF CAPABILITY

| <b>Human Capital Measures</b>                                   | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
|-----------------------------------------------------------------|---------------------------|---------------------------|
| Total full time equivalent staff employed                       | 846                       | 781                       |
| Staff turnover (%)                                              |                           |                           |
| Managers                                                        | 8%                        | 10%                       |
| Professional and technical staff                                | 9%                        | 11%                       |
| Clerical and labourer staff                                     | 11%                       | 12%                       |
| Average length of service (number of years in current position) |                           |                           |
| Managers                                                        | 3                         | 2                         |
| Professional and technical staff                                | 4                         | 3                         |
| Clerical and labourer staff                                     | 3                         | 2                         |

| <b>Physical Capital Measures</b>                   | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
|----------------------------------------------------|---------------------------|---------------------------|
| Value of total assets                              | \$251,379                 | \$243,396                 |
| Asset replacements: total assets                   | 0%                        | 0%                        |
| Book value of assets: initial cost of those assets | 78%                       | 80%                       |
| Depreciation: cash flow on asset purchases         | 38%                       | 15%                       |
| Changes to asset management policies               | None                      | None                      |

| <b>Major <u>New</u> Entity Capital Expenditures for the Year</b> | <b>2013/14<br/>Budget<br/>\$</b> |
|------------------------------------------------------------------|----------------------------------|
| ICT                                                              | 998                              |
| Furniture & Fittings                                             | 594                              |
| Existing School Building Works & Upgrades to                     | 815                              |
| Other Minor Projects                                             | 493                              |
| <b>TOTAL</b>                                                     | <b>2,900</b>                     |

| <b>Major Entity Capital Expenditure Commenced but not completed in previous years</b> | <b>Anticipated Project Status at<br/>1<sup>st</sup> July 2013</b> |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| None                                                                                  |                                                                   |



## RISK MANAGEMENT

| Key risks faced by the Ministry                                                      | Change in status from 2012/13 | Actions to manage risk                                                                                                                                                                                                                                                                                                                                     | Financial value of risk                                         |
|--------------------------------------------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| Loss of key Personnel                                                                | Unchanged                     | <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Cross training</li> <li>• Developing of existing staff</li> <li>• Work to attract and retain more Caymanians to work in key roles in education and to build capacity for leadership and other key roles within the organization</li> </ul>                                         | Unquantifiable at this time                                     |
| Data Security<br>Loss of network use from external attacks on data and applications. | Unchanged                     | <ul style="list-style-type: none"> <li>• Established data security protocols including use of anti-virus and anti-spy software. Software protocols supplemented by hardware firewall to protect against unauthorized access to data through the Internet.</li> <li>• Offsite and off-island backups implemented.</li> </ul>                                | Unquantifiable at this time                                     |
| Environmental<br><br>Potential legal claims for environmental health hazards         | Unchanged                     | <ul style="list-style-type: none"> <li>• All buildings insured by CIG- Risk Management. or a recognized Insurer</li> <li>• Managing Environmental controls i.e. air/heating systems</li> <li>• Regular environmental testing</li> <li>• Regular cleaning and maintenance of properties</li> <li>• Improve preparation procedures for a disaster</li> </ul> | Risk should be adequately covered by public liability insurance |

|                                                |           |                                                                                                                                                                                                               |                             |
|------------------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Damage of schools by natural/manmade disasters | Unchanged | <ul style="list-style-type: none"> <li>• Continue with wire upgrades and alarm systems</li> <li>• Identify fire exits</li> <li>• All buildings insured by CIG- Risk Management insurance providers</li> </ul> | Unquantifiable at this time |
|------------------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|

| Key risks faced by the Ministry                                                                        | Change in status from 2012/13 | Actions to manage risk                                                                                                                                                                                                                                                       | Financial value of risk     |
|--------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Injury or death of students while using transportation services contracted by the Education Department | Unchanged                     | <ul style="list-style-type: none"> <li>• All contractors or transportations staff is required to provide up to date proof of a valid driver's license with no traffic related convictions.</li> <li>• Vehicle insurance is checked by the DES.</li> </ul>                    | Unquantifiable at this time |
| Canteen Operations<br><br>Settlement of a liability claim arising from a food related illness          | Unchanged                     | <ul style="list-style-type: none"> <li>• All contractors and their staff providing the service must have valid food handling certificates issued by the health department.</li> <li>• All contractors must have at least \$2 million in public liability coverage</li> </ul> | Unquantifiable at this time |
| Health and safety risks to staff working with mould and in substandard conditions                      | Unchanged                     | <ul style="list-style-type: none"> <li>• Use of protective personal equipment</li> <li>• Regular cleaning and maintenance of buildings</li> <li>• Proper care and handling of records to limit exposure</li> <li>• Regular environmental monitoring of building</li> </ul>   | Unquantifiable at this time |

|                                                          |                                       |                                                                                                                        |                             |
|----------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Non arrival of overseas evaluators for ESAU              | Unchanged                             | <ul style="list-style-type: none"> <li>Core team are trained to evaluate all aspects</li> </ul>                        | Unquantifiable at this time |
| Liability inherent in the type of programme SRC operates | Client group increased in size by 15% | <ul style="list-style-type: none"> <li>Exercise all due care and best practice</li> <li>Liability Insurance</li> </ul> | Unquantifiable at this time |

### 3. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                                                                             | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the <i>Ministry of Education, Employment and Gender Affairs</i>         | \$2,900                 | \$14,789                |
| Capital (Equity) Withdrawal by Cabinet from the <i>Ministry of Education, Employment and Gender Affairs</i> | N/A                     | N/A                     |

## **PART B**

# **OUTPUT PERFORMANCE**

#### 4. OUTUTS TO BE DELIVERED

| MEG 1                                                                                                                                                                                                                                                                                                                                                                                         | Policy Advice, Development and Implementation | \$1,399,189                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------|
| <b>Description</b><br>Provision of policy advice and support services to the Minister in the areas of Education, Employment and Gender Affairs, in relation to: <ul style="list-style-type: none"> <li>• Policy research, development, communication, implementation and evaluation</li> <li>• Strategy development and management of strategic priority projects</li> </ul>                  |                                               |                                |
| Measures                                                                                                                                                                                                                                                                                                                                                                                      | 2013/14<br>Budget                             | 2012/13<br>Actual              |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of contributions to the Throne Speech</li> <li>• Information and decision-making briefs</li> <li>• Cabinet papers and notes</li> <li>• Parliamentary questions</li> <li>• Statements in the Legislative Assembly</li> <li>• Number of strategic priority projects advised on and/or managed</li> </ul>                        | 1<br>60-80<br>15-20<br>5-15<br>5-8<br>20-25   | 1<br>80<br>58<br>0<br>10<br>22 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Policies and advice consistent with any relevant regional or international conventions and/or best practice</li> <li>• Policies and strategies developed through a consultative process with key stakeholders</li> <li>• Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release</li> </ul> | 100%<br>100%<br>100%                          | 100%<br>100%<br>100%           |
| <b>Timeliness</b><br>All services delivered within established schedules or as required by Minister                                                                                                                                                                                                                                                                                           | 100%                                          | 100%                           |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                             | 100%                                          | 100%                           |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$1,399,189</b>                            | <b>\$2,077,945</b>             |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education                                                                                                                                                                                                                                                                                                                       |                                               |                                |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                |                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>MEG 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Legislative Initiatives</b> | <b>\$393,342</b>                                                                                                      |
| <b>Description</b><br>Provision of services to support the development of new or revised legislation. Services to include: <ul style="list-style-type: none"> <li>• Research and consultation with key stakeholders</li> <li>• Cabinet papers on legislative proposals and objectives</li> <li>• Preparation of drafting instructions and subsequent ongoing liaison with and advice to Legal Draftsperson</li> <li>• Liaison with the Legal Department</li> <li>• Assistance for Minister during enactment phase</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                |                                                                                                                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of drafting instructions prepared</li> <li>• Number of cabinet papers</li> <li>• Number of speech notes in the Legislative Assembly</li> <li>• Number of press advisories and/or communication plans developed</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Drafting instructions and any amendments prepared by qualified and experienced personnel</li> <li>• Drafting instructions and any amendments developed through consultative process to include relevant stakeholders</li> <li>• Cabinet papers, drafting instructions, speech notes and press releases reviewed and approved by Chief Officer or delegate prior to submission</li> </ul> <b>Timeliness</b><br>Drafting instructions presented to the Legal Drafting Department: <ul style="list-style-type: none"> <li>• New or revised legislation completed by June 2014</li> <li>• Cabinet papers and speech notes delivered within established schedules or as required by Minister</li> </ul> <b>Location</b><br>Cayman Islands |                                | <b>2013/14<br/>Budget</b><br><br>2-6<br>2-6<br>2-4<br>2-4<br><br>100%<br>100%<br>100%<br><br>100%<br>100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                | <b>2012/13<br/>Actual</b><br><br>6<br>3<br>2<br>2<br><br>100%<br>100%<br>100%<br><br>100%<br>100%<br><br>100%         |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                | <b>\$393,342</b><br><br><b>\$72,236</b>                                                                               |
| <b>Related Broad Outcomes:</b><br>2: A Work-Ready and Globally Competitive Workforce<br>7: A Centre of Excellence in Education<br>12: Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                |                                                                                                                       |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------|
| <b>MEG 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Ministerial Services</b> | <b>\$1,665,176</b>        |
| <b>Description</b><br>Provision of administrative, executive, and governance services to support the Minister, including: <ul style="list-style-type: none"> <li>• Events Management, Campaign Management and Speech Writing Services</li> <li>• Public relations advice and support</li> <li>• Education Council Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking</li> <li>• Scholarship Administration Services</li> <li>• Governance and representation on regulatory Boards and Councils, international boards or committees and boards related to the Ministry and Statutory Authorities and Government Owned Companies (SAGC) (University College of the Cayman Islands)</li> <li>• Project/Facilities Management and oversight.</li> </ul> |                             |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>   | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                             |                           |
| • Number of events hosted or campaigns managed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4-9                         | 12                        |
| • Number of press releases or press briefings prepared                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 40-50                       | 49                        |
| • Number of speeches written                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 13-17                       | 14                        |
| • Number of Education Council meetings supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 5-9                         | 7                         |
| • Number of local scholarships/grants administered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 635-685                     | 667                       |
| • Number of overseas scholarships administered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 350-400                     | 392                       |
| • Number of Young Nations Building Programme scholarships administered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100-125                     | New                       |
| • Number of regulatory boards and Councils where represented                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2-4                         | 4                         |
| • Number of memberships on SAGC boards represented                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1                           | 1                         |
| • Number of agencies receiving facilities management support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3-5                         | New                       |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                             |                           |
| • Services provided by appropriately experienced and qualified Personnel.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                        | 100%                      |
| • Scholarship awards to be governed by agreed criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                        | 100%                      |
| • Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                        | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                             |                           |
| • Press releases, briefings, campaigns and speeches: as scheduled or agreed with Minister                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                        | 100%                      |
| • Secretariat services provided within proposed schedule for Education Council meetings and/or as directed by Chairperson                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                        | 100%                      |
| • Representation on Boards and Councils in line with agreed schedules of meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                        | 100%                      |
| • Capital Works deliverables by June 30 <sup>th</sup> , 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                        | 100%                      |
| • Recommended Overseas Scholarship applications submitted to Education Council by March 31 <sup>st</sup> , 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                        | 100%                      |
| • Recommended Local Scholarship applications submitted to Education Council by May 31 <sup>st</sup> , 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                        | 100%                      |



|                                                                                                                                                                                                            |                    |                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|
| <b>Location</b><br>Cayman Islands                                                                                                                                                                          |                    |                    |
| <b>Cost</b>                                                                                                                                                                                                | <b>\$1,665,176</b> | <b>\$1,413,236</b> |
| <b>Related Broad Outcomes:</b><br>2: A Work-Ready and Globally Competitive Workforce<br>7: A Centre of Excellence in Education<br>12: Equity and Justice in a Society that Values the Contributions of all |                    |                    |

**NOTE:** For 13/14 previous output code MET 5 Governance Support Services has now been combined with MEG 3 Ministerial Services. As such the actual expenditure for MET 5 12/13 will be combined with the actual expenditure for MEG 3.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                 |                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------|
| <b>MEG 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Safer Schools Initiative</b> | <b>\$507,348</b> |
| <p><b>Description</b></p> <p>Provision of strategies and services to the create safe learning environments, which promote student well-being, prevent negative behaviors, and engage students in the classroom and within government schools and broader community settings, including:</p> <ul style="list-style-type: none"> <li>• The development and implementation of regulations, policies, procedures, and guidelines that will lead to safer schools</li> <li>• Building capacity for Safer Schools through professional learning opportunities for staff members which promote and integrate Behaviour For Learning (BFL) Strategies</li> <li>• Developing a cohesive and comprehensive Safer School Syllabus Framework which promotes development of social-emotional competence in children</li> <li>• Building Individualised Learning Pathways in secondary schools (through School Inclusion Units) to enhance outcomes for students with significant behavioural challenges</li> <li>• Through the Behaviour and Educational Support Team (BEST) Model, establishing the structures for coordinated early intervention for at-risk youth and their families</li> <li>• Extended After School Programmes (EASP), to Increase students' proactive engagement and safety after school hours</li> <li>• For youth most At-Risk for harm to self or others, partnering with community stakeholders and other entities to offer a staged continuum of support and treatment/intervention</li> </ul> |                                 |                  |

| Measures                                                                                                                                                                                                           | 2013/14<br>Budget | 2012/13<br>Actual |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Quantity</b>                                                                                                                                                                                                    |                   |                   |
| <ul style="list-style-type: none"> <li>Number of training sessions on BFI strategy</li> </ul>                                                                                                                      | 1                 | New               |
| <ul style="list-style-type: none"> <li>Number of regulation, policy, procedure and guidance documents drafted for Ministerial approval and delivered to schools</li> </ul>                                         | 8-12              | 9                 |
| <ul style="list-style-type: none"> <li>Safer Schools annual professional development plan developed and implemented</li> </ul>                                                                                     | 1                 | 1                 |
| <ul style="list-style-type: none"> <li>The Safer Schools Syllabus Framework completed</li> </ul>                                                                                                                   | 1                 | 0                 |
| <ul style="list-style-type: none"> <li>Number of secondary School Inclusion Units supported in the development of individualized Learning Pathways for students with significant behavioural challenges</li> </ul> | 3-5               | 3                 |
| <ul style="list-style-type: none"> <li>Behaviour and Educational Support Teams (BEST) supported at government school sites</li> </ul>                                                                              | 10-14             | 14                |
| <ul style="list-style-type: none"> <li>Secondary and Primary School Extended After School Programme sites coordinated and supported within the community</li> </ul>                                                | 4-6               | 9                 |
| <ul style="list-style-type: none"> <li>Formal partnerships with inter-Ministry and community stakeholders supported for treatment for most at-risk youth</li> </ul>                                                | 1-2               | 5                 |
| <b>Quality</b>                                                                                                                                                                                                     |                   |                   |
| <ul style="list-style-type: none"> <li>Safer Schools development and support provided by appropriately qualified and experienced personnel</li> </ul>                                                              | 100%              | 100%              |
| <ul style="list-style-type: none"> <li>Professional development plan reflects the national priorities, as agreed by the Minister</li> </ul>                                                                        | 100%              | 100%              |
| <ul style="list-style-type: none"> <li>Regulations, policies, procedures and guidelines are developed using research and are guided by standards of international best practice</li> </ul>                         | 100%              | 100%              |
| <b>Timeliness</b>                                                                                                                                                                                                  |                   |                   |
| <ul style="list-style-type: none"> <li>EASP sites operate from September 2013 – June 2014</li> </ul>                                                                                                               | 80-100%           | 100%              |
| <ul style="list-style-type: none"> <li>Professional development plan implemented from September 2013 - June 2014</li> </ul>                                                                                        | 100%              | 100%              |
| <ul style="list-style-type: none"> <li>BEST teams operate from September 2013 – June 2014</li> </ul>                                                                                                               | 80-100%           | 100%              |
| <ul style="list-style-type: none"> <li>Curriculum Framework is completed by December 2014</li> </ul>                                                                                                               | 100%              | 0%                |
| <b>Location</b>                                                                                                                                                                                                    |                   |                   |
| Cayman Islands                                                                                                                                                                                                     | 100%              | 100%              |
| <b>Cost</b>                                                                                                                                                                                                        | <b>\$507,348</b>  | <b>\$317,722</b>  |
| <b>Related Broad Outcome:</b><br>2: A More Secure Community<br>7: A Centre of Excellence in Education                                                                                                              |                   |                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                           |                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| MEG 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Gender Affairs Unit       | \$694,764                 |
| <b>Description</b><br>As the focal point within Government to address the issue of gender mainstreaming, the unit will provide the following services: <ul style="list-style-type: none"><li>• Policy advice and support services to the Minister in the area of Gender Affairs in relation to policy research, development, communication, implementation and evaluation</li><li>• Gender analysis of policies, operations and programmes within the Ministry and other government entities as required</li><li>• Ministerial services and support in the area of Gender Affairs by contributing to speeches, briefings, statements and mass communications; responding to parliamentary questions; writing correspondences on behalf of the Minister</li><li>• Administrative and secretarial support to the Gender Equality Tribunal</li><li>• Sector specific gender training, public education efforts and gender awareness training</li><li>• Collaboration with key stakeholders to include a gender perspective by promoting and participating in inter-ministerial meetings, workshops, presentations and training sessions</li><li>• Support the development of new or revised legislation by researching, consulting key stakeholders, preparing drafting instructions and liaising with the Legal Department</li></ul> |                           |                           |
| <b>Measures</b><br><br><i>Quantity</i> <ul style="list-style-type: none"><li>• Number of Cabinet papers, presentations or notes prepared</li><li>• Number of minister’s briefing sessions</li><li>• Number of policy reports prepared</li><li>• Number of speeches, briefings, statements and mass communications prepared</li><li>• Number of parliamentary questions</li><li>• Number of legislative drafting instructions prepared</li><li>• Number of written correspondences on behalf of the Minister</li><li>• Number of Gender Equality Tribunal meetings/hearings supported</li><li>• Number of correspondence or reports produced for the Gender Equality Tribunal</li><li>• Number of training sessions and public education efforts</li><li>• Number of inter-ministerial meetings, workshops, presentations, training sessions attended or hosted</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2-4                       |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2-6                       |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1-4                       |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 15-20                     |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1-2                       |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1-2                       |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3-5                       |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 6-12                      |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 15-25                     |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 20-30                     |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 15-25                     |                           |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                           |                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------|
| <b>MEG 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Information, Communication and Technology Services</b> | <b>\$1,835,497</b>                      |
| <b>Description</b><br>Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education, Training and Employment including integration of systems, ICT Policy, cost effectiveness of ICT, efficiency and automation of systems, and management of Education ICT network. <ul style="list-style-type: none"> <li>• Development of ICT policy and strategies to maximize technology services and integration throughout the Ministry of Education, Training and Employment</li> <li>• Provision of appropriate ICT support for national education priorities</li> <li>• Provision of services to support ICT integration in the public schools, to enhance teaching and learning</li> <li>• Provision of fully operational and reliable ICT infrastructure in all schools, supported by a centralized technical team employing helpdesk ticketing system</li> <li>• Provision of appropriate ICT support for the implementation of national teacher and student technology standards</li> <li>• Provision of ICT infrastructure, educational hardware and software in new high schools</li> <li>• Piloting new hardware and software initiatives in all schools</li> <li>• Ensure all sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology (Schools including New Clifton Hunter High School Campus in Frank Sound, Department of Education Services, Cayman Brac Teacher's Centre)</li> </ul> |                                                           |                                         |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>2012/13 Budget</b>                                     | <b>2012/13 Actual</b>                   |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of School sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology</li> <li>• Number of online portals and websites supported</li> <li>• Number of laptops and desktops computers maintained</li> <li>• Number of end users supported</li> <li>• Policies developed for ICT related strategies &amp; management</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 20<br><br><br>9-10<br>2,250-2,500<br>5,300-5,600<br>3     | 19<br><br><br>10<br>2,003<br>5,553<br>4 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, systems administrators and qualified vendors with standardized ICT hardware and software infrastructure</li> <li>• Laptop and Desktop PC's to be maintained with approved hardware peripherals and consistent software updates</li> <li>• Policies Developed through a consultative process with strategic partners</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%<br><br>85-95%<br>100%                                | 100%<br><br>85%<br>100%                 |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Online services available during normal working hours</li> <li>• Policies to be completed by 30 June, 2014</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 90-95%<br>100%                                            | 95%<br>100%                             |

|                                        |                    |                    |
|----------------------------------------|--------------------|--------------------|
| <b>Location</b>                        |                    |                    |
| Cayman Islands                         | 100%               | 100%               |
| <b>Cost</b>                            | <b>\$1,835,497</b> | <b>\$1,820,930</b> |
| <b>Related Broad Outcome:</b>          |                    |                    |
| 7: A Centre of Excellence in Education |                    |                    |

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| <b>MEG 7</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Early Childhood Care and Education Unit</b> | <b>\$551,584</b> |
| <p><b>Description</b></p> <p>Provision of strategies and services to improve the quality of and access to early childhood care and education (ECCE) in private and government settings including:</p> <ul style="list-style-type: none"> <li>• development and implementation of regulations, policies, procedures, guidelines and the registration process for new and existing ECCE centres</li> <li>• Providing parents with training and information through a variety of media to support them in their parenting role</li> <li>• Supporting ECCE centre owners through the provision of leadership and management tools and the training to implement these</li> <li>• Develop and facilitate training to ensure confident and qualified teachers with a focus on increasing the number of qualified Caymanian teachers in the early years</li> <li>• Further development and implementation of the Cayman Islands Early Years Curriculum Framework (CIEYCF)</li> <li>• Collaboration between early childhood and primary to ensure that children have a smooth transition to schools</li> <li>• Administering the Early Childhood Assistance Programme (ECAP) to support access to ECCE centres</li> <li>• Interagency collaborations and promotion of ECCE within the community</li> </ul> |                                                |                  |



| <b>Measures</b>                                                                                                                                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>Quantity</b>                                                                                                                                    |                           |                           |
| • Support visits to ECCE settings                                                                                                                  | 80-100                    | 290                       |
| • ECCE Professional development plan developed and implemented                                                                                     | 1                         | 9                         |
| • The Cayman Islands Early Years Curriculum Framework (CIEYCF) implemented                                                                         | 1                         | 0                         |
| • ECAP applications processed                                                                                                                      | 220-250                   | 347                       |
| • New and existing ECCE centres registered using the new registration process and criteria                                                         | 34                        | 0                         |
| • Meetings for consultation, transitions and interagency collaboration                                                                             | 5-10                      | 10                        |
| <b>Quality</b>                                                                                                                                     |                           |                           |
| • Support visits conducted and documented by appropriately qualified and experienced personnel                                                     | 100%                      | 100%                      |
| • Professional development plan and curriculum projects reflects the national priorities, as agreed by the CO                                      | 100%                      | 100%                      |
| • The registration process for new and existing ECCE centres consistently applies the redeveloped regulations, policies, procedures and guidelines | 100%                      | 0%                        |
| • ECAP process consistently applied within the approved guidelines                                                                                 | 100%                      | 100%                      |
| • Consultation meetings are attended and documented                                                                                                | 100%                      | 100%                      |
| <b>Timelines</b>                                                                                                                                   |                           |                           |
| • Support visits to ECCE centres and schools conducted from September-June                                                                         | 80-100%                   | 100%                      |
| • Professional development plan implemented from August 13 until June 2014                                                                         | 90-100%                   | 100%                      |
| • ECAP applications processed by 31 August 2013                                                                                                    | 70-100%                   | 100%                      |
| • CIEYCF is implemented in ECCE centres by June 2014                                                                                               | 80-100%                   | 0%                        |
| <b>Location</b>                                                                                                                                    |                           |                           |
| Cayman Islands                                                                                                                                     | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                        | <b>\$551,584</b>          | <b>\$615,603</b>          |
| <b>Related Broad Outcome:</b>                                                                                                                      |                           |                           |
| 7: A Centre of Excellence in Education                                                                                                             |                           |                           |

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| MEG 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Reports on Educational Standards and School-related Matters |                       | \$294,806             |
| <b>Description</b><br>The provision of services to inspect and report on educational standards in government and private schools and pre-schools and school related matters, including: <ul style="list-style-type: none"><li>• Inspection of government and private schools within an agreed cycle (full inspections, six-month progress checks for all schools inspected, re-inspection of schools judged to be unsatisfactory)</li><li>• Inspection of government reception classes and private pre-schools within an agreed cycle (including six-month progress checks)</li><li>• School visits to maintain an overview of provision and practice</li><li>• Evaluating and reporting on a particular aspect of provision or practice</li></ul> |                                                             |                       |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                             | <b>2013/14 Budget</b> | <b>2012/13 Budget</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of inspection reports on government and private schools</li><li>• Number of inspection reports on government reception classes and private pre-schools</li><li>• Number of other reports</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                             | 2-3<br>10-15<br>3-5   | 1<br>25<br>5          |
| <b>Quality</b> <ul style="list-style-type: none"><li>• All inspections to be conducted in accordance with standards and criteria established in the “Handbook for Inspections and Self- Evaluation”</li><li>• All reports to be reviewed by Chief Officer prior to publication</li><li>• All Inspections will be conducted by suitably trained and experienced personnel.</li></ul>                                                                                                                                                                                                                                                                                                                                                                |                                                             | 100%<br>100%<br>100%  | 100%<br>100%<br>100%  |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• All reports are to be completed within 40 working days of an inspection</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                             | 100%                  | 100%                  |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                             |                       |                       |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                             | <b>\$294,806</b>      | <b>\$211,747</b>      |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                             |                       |                       |

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| <b>DES 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Primary Level Teaching and Learning</b> | <b>\$21,184,495</b>       |
| <b>Description</b><br>Provision of teaching and learning services for children between the age of 5 and 11 at government primary schools, including: <ul style="list-style-type: none"> <li>• Delivery of the Key Stages 1 and 2 National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document</li> <li>• Assessment, recording and reporting of students' achievement</li> <li>• Student progress and achievement reports issued with reference to National Curriculum attainment targets at least twice yearly</li> <li>• Standardised testing administered to students annually to assess Reading and Mathematics skills, providing data to inform teaching and learning, to track students' progress and to report to parents. Students to sit Cognitive Ability Test (CAT) in Year 6</li> <li>• National curriculum subject tests in core subjects of Mathematics and English</li> </ul> |                                            |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2013/14<br/>Budget</b>                  | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                            |                           |
| • Number of primary school places provided                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3,300-3,600                                | 3,570                     |
| • Number of students in primary schools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2,500-2,800                                | 2,622                     |
| • Number of schools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 10                                         | 10                        |
| • Number of instructional days for students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                            |                           |
| • Number of national curriculum subjects taught                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 180                                        | 185                       |
| • Number of annual standardised tests administered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 9                                          | 9                         |
| • Number of national student progress and achievement reports per student                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 3                                          | 3                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2                                          | 2                         |
| • Number of core curriculum subject tests administered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2                                          | 2                         |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                            |                           |
| • Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 95-100%                                    | 100%                      |
| • Student/teacher ratio 11.0 – 14.0 (Students per total teaching staff within the school)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 95-100%                                    | 100%                      |
| • Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                       | 100%                      |
| • National curriculum tests externally written, with extensive pre-testing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                       | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                            |                           |
| • Primary education programmes to be delivered over academic year from September through June                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                       | 100%                      |
| • Standardised and national curriculum tests administered in last school term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                       | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                       | 100%                      |
| • Students' progress reports to parents at least twice annually                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                            |                           |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                            |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                       | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$21,184,495</b>                        | <b>\$17,020,688</b>       |

**Related Broad Outcome:**

7: A Centre of Excellence in Education

*Note: The total cost of this output is \$21,360,995. However, the revenue of \$176,500 from third parties reduces the cost to Cabinet to \$21,184,495.*

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------|
| DES 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Secondary Level Teaching and Learning | \$22,690,044          |
| <b>Description</b><br>Provision of secondary level teaching and learning services for children in Years 7-11 at government secondary schools, including: <ul style="list-style-type: none"><li>• Delivery of Key Stage 3 (KS 3) National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document</li><li>• Delivery of Key Stage 4 (KS 4) curriculum, to meet the requirements of exam board syllabi and school curriculum guidance and schemes of work</li><li>• Assessment, recording and reporting of students' achievement :<ul style="list-style-type: none"><li>o Student progress and achievement reports issued with reference to National Curriculum attainment targets (in Key Stage 3) or predicted examination grades (in Years 10 &amp; 11) at least twice yearly</li><li>o Standardised testing administered to students in Years 7 -9 annually, to assess Reading and Mathematics skills, providing data to inform teaching and learning, to track students' progress and to report to parents. The Cognitive Ability Test (CAT) administered in Y9. Students sit CXC CSEC/GCSE and other equivalent external qualifications as appropriate in Year 11.</li><li>o National curriculum core subjects tests in Mathematics, English, and Science at Key Stage 3.</li></ul></li></ul> |                                       |                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2013/14 Budget</b>                 | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                       |                       |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                       |                       |
| • Number of students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2,100 -2,300                          | 2,090                 |
| • Number of schools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 3                                     | 3                     |
| • Number of instructional days for students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 180                                   | 185                   |
| • Number of national curriculum subjects taught in KS3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 11                                    | 12                    |
| • Number of core subjects taught at KS4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 6                                     | 6                     |
| • Number of optional subjects offered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 15-27                                 | 22                    |
| • Number of annual standardised tests administered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3                                     | 3                     |
| • Number of student progress reports produced per student                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2                                     | 2                     |
| • Number of Key Stage curriculum subject tests administered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2                                     | 2                     |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |                       |
| • Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 95-100%                               | 100%                  |
| • Student/teacher ratio (Students per total teaching staff within the school) 10-13:1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                  | 100%                  |
| • Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                  | 100%                  |
| • National curriculum tests externally written, with extensive pre-testing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                  | 100%                  |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |                       |
| • Secondary education programmes to be delivered over academic year from September through June                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                  | 100%                  |
| • Standardised and national curriculum tests administered in last school term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                  | 100%                  |
| • Students' progress reports to parents at least twice annually                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                  | 100%                  |

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|-------------------------------------------------------------------------|---------------------|---------------------|
| <b>Location</b><br>Cayman Islands                                       | 100%                | 100%                |
| <b>Cost</b>                                                             | <b>\$22,690,044</b> | <b>\$16,833,083</b> |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education |                     |                     |

*Note: The total cost of this output is \$22,910,794. However, the revenue of \$220,750 from third parties reduces the cost to Cabinet to \$22,690,044.*

| DES 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Teaching and Learning at Lighthouse School | \$2,767,223                  |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------|---------------------------|
| <b>Description</b><br>Provision of educational and developmental services to students with disabilities within the Early Years and compulsory education sector at the Lighthouse School (LHS), including: <ul style="list-style-type: none"><li>• Delivery of the Key Stage 1, 2 and 3 National Curriculum, adapted to the specific needs of the students</li><li>• Critical Life skills Programme for students at primary and secondary levels with more profound disabilities, emphasizing communication and independent living skills</li><li>• Mainstream inclusion programme, for students up to Yr 10, to give eligible primary and secondary students opportunities to be educated part-time in mainstream schools, where communication, social and academic needs can be appropriately addressed outside the Lighthouse school.</li><li>• Specialised programmes for secondary students, with reference to students’ Individual Education Plans, including:<ul style="list-style-type: none"><li>○ Pre-Vocational Programme for students who experience moderate disabilities and who may be able to access future vocational settings or sheltered workshop programmes</li><li>○ Vocational Work Experience Programme for students in their last year of enrolment capable of supervised employment in supportive work settings.</li></ul>(Various aspects of work for students in Year 7- Vocational Programme is accredited using the internationally recognised Award Scheme Development and Accreditation Network (ASDAN) programme)</li><li>• Assessment, recording and written reports of students’ achievement<ul style="list-style-type: none"><li>○ Student progress and achievement reports issued, against targets within Individual Educational Plans (IEPs) [including in 10/11, introduction of reporting against P Levels (pre-national curriculum levels)], to inform teaching and learning, to track students’ progress and to report to parents.</li></ul></li></ul> |                                            |                              |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                            | <b>2013/14 Budget</b>        | <b>2012/13 Actual</b>     |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of students at LHS</li><li>• Number of students participating in mainstream inclusion programme</li><li>• Number of school days for students at LHS</li><li>• Number of specialized programmes provided</li><li>• Number of student progress reports produced per student</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                            | 100<br>9-11<br>180<br>4<br>2 | 97<br>13<br>185<br>2<br>2 |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Lessons provided by teachers with appropriate training and qualifications</li><li>• ASDAN framework used to accredit aspects of work of secondary students</li><li>• Students with current IEPs</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                            | 95-100%<br>100%<br>100%      | 95-100%<br>100%<br>new    |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• All education programmes to be delivered over academic year from September through June</li><li>• Student progress reports to parents at least twice yearly</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                            | 100%<br>100%                 | 100%<br>100%              |

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|-------------------------------------------------------------------------|--------------------|--------------------|
| <b>Location</b><br>Cayman Islands                                       | 100%               | 100%               |
| <b>Cost</b>                                                             | <b>\$2,767,223</b> | <b>\$2,824,653</b> |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education |                    |                    |

*Note: The total cost of this output is \$2,791,223. However, the revenue of \$24,000 from third parties reduces the cost to Cabinet to \$2,767,223.*



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| <b>DES 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>School Inclusion Services</b> | <b>\$1,008,797</b>        |
| <b>Description</b><br>Provision of school inclusion services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream schools, including:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |                           |
| <b>School Inclusion Programmes</b> <ul style="list-style-type: none"> <li>Support for and monitoring of in-school inclusion and suspension units by DES against established operating parameters and expectations for deliverance and student outcome.</li> <li>Provision of Educational programmes for students who are unable to access mainstream secondary education settings due to severe behavioural issues through the Therapeutic Behaviour Services Programme for secondary students who have exhausted mainstream provision due to behavioural, emotional, social and/or mental health issues.</li> <li>Primary Inclusion Services <ul style="list-style-type: none"> <li>Provision of a Primary Behaviour Support Service for students who require support with behavioural, emotional, social and/or mental health issues to remain in mainstream placements.</li> <li>Primary Therapeutic Service for primary students with behavioural, emotional, social and/or mental health issues who require temporary withdrawal from mainstream provision and to support the reintegration of these students back into a mainstream setting.</li> </ul> </li> </ul> |                                  |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>2013/14<br/>Budget</b>        | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  |                           |
| <ul style="list-style-type: none"> <li>Number of <u>in-school</u> secondary inclusion units supported</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 4                                | 4                         |
| <ul style="list-style-type: none"> <li>Number of secondary students participating in the Secondary Therapeutic Behaviour Services Programme</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 8-10                             | New                       |
| <ul style="list-style-type: none"> <li>Number of students supported in mainstream settings through the Primary Behaviour Support Service</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 50-60                            | New                       |
| <ul style="list-style-type: none"> <li>Number of students supported through the Primary Therapeutic Service</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 8-10                             | New                       |
| <ul style="list-style-type: none"> <li>Days of operation of School Inclusion services</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 180                              | 185                       |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                  |                           |
| <ul style="list-style-type: none"> <li>School Inclusion services to be provided by staff with appropriate training, qualifications and experience</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 90-100%                          | 100%                      |
| <ul style="list-style-type: none"> <li>Percentage of students in Primary Therapeutic Behaviour Services Programme with IEP/IBDs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100%                             | New                       |
| <ul style="list-style-type: none"> <li>Percentage of students in Secondary Therapeutic Behaviour Services Programme with IEP/IBDs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                             | New                       |
| <ul style="list-style-type: none"> <li>Percentage of students in Secondary Therapeutic Behaviour Services Programme receiving effective instruction towards graduation requirements</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                             | New                       |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                  |                           |
| <ul style="list-style-type: none"> <li>All education programmes to be delivered over academic year from September through June</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                             | 100%                      |
| <ul style="list-style-type: none"> <li>Student progress reports to parents at least twice yearly</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 100%                             | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                             | 100%                      |

|                                                                         |                    |                    |
|-------------------------------------------------------------------------|--------------------|--------------------|
| <b>Cost</b>                                                             | <b>\$1,008,797</b> | <b>\$1,037,721</b> |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education |                    |                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |                |                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------|----------------|
| DES 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Student Services | \$2,766,682    |                |
| Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                |                |
| Provision and co-ordination of assessment, identification and intervention services to children with significant barriers to learning in order to allow them to access the full range of educational opportunities, including:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |                |                |
| <ul style="list-style-type: none"><li>• Educational Psychology providing expert assessment and intervention services for students with a range of social, emotional, psychological and cognitive challenges</li><li>• Speech and Language Therapy for students with difficulties in communication</li><li>• Occupational Therapy</li><li>• School Counselling</li><li>• English as a Second Language services</li><li>• Services for the Hearing Impaired and the Visually Impaired</li><li>• Early Intervention Services to promote the growth and development of children in the early years with significant barriers to learning</li><li>• Provision of early intervention services to promote the growth and development of children in the early years with significant barriers to learning</li></ul> |                  |                |                |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  | 2013/14 Budget | 2012/13 Actual |
| Quantity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |                |                |
| <ul style="list-style-type: none"><li>• Individual student psychological assessments</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  | 225-250        | 274            |
| <ul style="list-style-type: none"><li>• Individual speech and language assessments</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                  | 180-220        | 427            |
| <ul style="list-style-type: none"><li>• Individual occupational therapy assessments</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  | 140-160        | 229            |
| <ul style="list-style-type: none"><li>• Students supported through English as a Second Language instruction</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                  | 100-125        | 124            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  | 65-85          | 25             |
| <ul style="list-style-type: none"><li>• Students served in Gifted and Talented Education</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  | 125-140        | 166            |
| <ul style="list-style-type: none"><li>• Students served in occupational therapy sessions</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  | 270-300        | 287            |
| <ul style="list-style-type: none"><li>• Students served in speech and language therapy sessions</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  | 1,200-         | 1.604          |
| <ul style="list-style-type: none"><li>• Students served individually in counselling sessions</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  | 1,600          | 7              |
| <ul style="list-style-type: none"><li>• Students served in Programme for Hearing Impaired</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                  | 8-12           | 34             |
| <ul style="list-style-type: none"><li>• Students served in Programme for Visually Impaired</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  | 20-28          | 149            |
| <ul style="list-style-type: none"><li>• Number of children served through the Early Intervention Programme</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  | 125-175        |                |
| Quality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                |                |
| <ul style="list-style-type: none"><li>• Assessments and interventions to be provided by appropriately trained and qualified individuals</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                  | 95-100%        | 100%           |
| <ul style="list-style-type: none"><li>• Assessments and interventions selected for reliability and validity for students educated in the Cayman Islands</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                  | 100%           | 100%           |
| <ul style="list-style-type: none"><li>• All services to be aligned with student IEP's and IBDs</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  | 100%           | New            |
| <ul style="list-style-type: none"><li>• Early intervention assessments and interventions carried out by appropriately qualified and experienced staff</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  | 100%           | New            |
| Timeliness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |                |                |
| <ul style="list-style-type: none"><li>• Psychological assessments provided within 60 days of approved request</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  | 95-100%        | 100%           |
| <ul style="list-style-type: none"><li>• Speech and language assessments provided within 60 days of approved request</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  | 90-100%        | 100%           |
| <ul style="list-style-type: none"><li>• Occupational therapy assessments provided within 60 days of approved request</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  | 90-100%        | 100%           |
| <ul style="list-style-type: none"><li>• Early childhood assessment and interventions conducted in line with SEN Code of Practice</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  | 100%           | new            |

|                                        |                    |                    |
|----------------------------------------|--------------------|--------------------|
| <b>Location</b>                        |                    |                    |
| Cayman Islands                         | 100%               | 100%               |
| <b>Cost</b>                            | <b>\$2,766,682</b> | <b>\$1,554,367</b> |
| <b>Related Broad Outcome:</b>          |                    |                    |
| 7: A Centre of Excellence in Education |                    |                    |

| DES 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Procurement Services | \$5,157,092               |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------|---------------------------|
| <b>Description</b> <ul style="list-style-type: none"><li>Provision of key infrastructural, procurement and other services to support the effective operations of schools and the education system, including:</li><li>Centralised tendering and procurement services for capital and recurrent expenditure orders for schools:<ul style="list-style-type: none"><li>Identifying quality suppliers, negotiating and managing contracts, managing supplier relationships, managing tendering processes ( Central Tenders Committee (CTC) and Departmental Tenders Committee)</li></ul></li><li>Free student transportation to and from schools</li><li>Oversight of canteen services at schools</li><li>Janitorial services</li><li>Campus Security services</li></ul> |                      |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of educational sites for which procurement service provided</li><li>Number of consolidated capital orders processed</li><li>Number of consolidated overseas recurrent orders processed</li><li>Number of janitorial contracts administered</li><li>Number of schools for whom transportation contracts administered</li><li>Number of canteen contracts managed</li><li>Number of tender processes managed</li><li>Number of security contracts administered</li></ul>                                                                                                                                                                                                                                  |                      | 20                        | 20                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 5-10                      | 2                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 35-40                     | 81                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 11-12                     | 16                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 10                        | 10                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 11-12                     | 7                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 4-6                       | 7                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 3-6                       | 3                         |
| <b>Quality</b> <ul style="list-style-type: none"><li>Procurement processes managed by appropriately qualified and experienced individuals</li><li>Tendering processes administered in line with CTC Regulations</li><li>Contracts awarded in line with tender specifications and any relevant legal requirements</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                           |                      | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 100%                      | 100%                      |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Consolidated capital and overseas recurrent orders processed within 60 days of confirmation</li><li>Contracts tendered by May</li><li>Prescribed transport routes serviced daily and on time</li><li>Janitorial and security services provided in accordance with agreed schedule</li><li>Canteen services provided daily during the school year</li></ul>                                                                                                                                                                                                                                                                                                                                                   |                      | 90-100%                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 90-100%                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 90-100%                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      | 100%                      | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                      | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      | <b>\$5,157,092</b>        | <b>\$5,350,556</b>        |

**Related Broad Outcome:**

7: A Centre of Excellence in Education

|                                                                                                                                                                                                                                                                                                                                                                                               |                                        |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------|
| <b>DES 10</b>                                                                                                                                                                                                                                                                                                                                                                                 | <b>Facilities Maintenance Services</b> | <b>\$1,907,949</b>        |
| <b>Description</b> <ul style="list-style-type: none"> <li>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</li> <li>Consultation to client departments on method of maintenance of their facility.</li> </ul> |                                        |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>              | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                               |                                        |                           |
| • Number of facilities maintained                                                                                                                                                                                                                                                                                                                                                             | 20                                     | 20                        |
| • Number of full inspections                                                                                                                                                                                                                                                                                                                                                                  | 20                                     | 20                        |
| • Number of maintenance plans developed                                                                                                                                                                                                                                                                                                                                                       | 16-20                                  | 18                        |
| • Number of facilities contracts managed                                                                                                                                                                                                                                                                                                                                                      | 20-24                                  | 22                        |
| • Number of monthly maintenance reports                                                                                                                                                                                                                                                                                                                                                       | 12                                     | 5                         |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                |                                        |                           |
| • Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel                                                                                                                                                                                                                                                                                  | 95-100%                                | 100%                      |
| • All plant and equipment to be serviced and maintained by qualified technicians                                                                                                                                                                                                                                                                                                              | 100%                                   | 100%                      |
| • Maintenance services to be delivered in accordance with maintenance plans                                                                                                                                                                                                                                                                                                                   | 90-100%                                | 100%                      |
| • Maintenance plans to reflect specific needs and key data for individual schools                                                                                                                                                                                                                                                                                                             | 100%                                   | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                             |                                        |                           |
| • Facilities Inspections conducted annually in June                                                                                                                                                                                                                                                                                                                                           | 100%                                   | 100%                      |
| • Facility maintenance plans to be developed by June                                                                                                                                                                                                                                                                                                                                          | 90-100%                                | 100%                      |
| • New contract documentation to be prepared 30 days prior to expiration of current contract                                                                                                                                                                                                                                                                                                   | 100%                                   | 100%                      |
| • Facility Maintenance reports submitted monthly                                                                                                                                                                                                                                                                                                                                              | 90-100%                                | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                               |                                        |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                | 100%                                   | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$1,907,949</b>                     | <b>\$10,511,900</b>       |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education                                                                                                                                                                                                                                                                                                                       |                                        |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                    |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------|
| <b>DES 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Further Education Programme</b> | <b>\$2,222,448</b>        |
| <p><b>Description</b></p> <p>Provision of a new Further Education programme, to offer a wide range of academic, career and technical training opportunities for students in Year 12 (around 340 students' eligible).</p> <p>Programme strands to include:</p> <ul style="list-style-type: none"> <li>• Vocational, career and technical programmes components, including opportunities for work experience</li> <li>• A Foundations Programme, to assist students who need additional support in obtaining key academic qualifications.</li> <li>• Supervision of a Dual Entry programme component, to offer guidance and monitoring of students who attend off-site educational programmes for Year 12 credit (e.g. UCCI, A Levels).</li> </ul> <p>In addition, a key component of the Further Education Programme will be enhanced career guidance, advisory and counselling for all secondary students, with a significant emphasis on supporting further education students.</p> |                                    |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2013/14<br/>Budget</b>          | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                    |                           |
| • Number of students participating in advanced Dual-Entry programme                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 80-100                             | 84                        |
| • Number of student places available in career and technical programmes components                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 300                                | 284                       |
| • Number of vocational, career and technical subjects offered                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 10-14                              | 13                        |
| • Number of students placed on work experience/community services placements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 250-300                            | 284                       |
| • Number of students counselled through the Careers Advisory Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300-350                            | 330                       |
| • Number of instructional days for students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 180                                | 183                       |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                    |                           |
| • Career and technical programmes accredited through external qualification schemes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                               | 100%                      |
| • Programmes delivered by staff with appropriate training and qualifications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 95-100%                            | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                    |                           |
| Further Education Programme to be delivered over academic year from September to June                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 90-100%                            | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                    |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                               | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$2,222,448</b>                 | <b>\$1,491,649</b>        |
| <p><b>Related Broad Outcome:</b></p> <p>7: A Centre of Excellence in Education</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                    |                           |

*Note: The total cost of this output is \$2,261,448. However, the revenue of \$39,000 from third parties reduces the cost to Cabinet to \$2,222,448.*



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                     |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|
| DES 12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | School Improvement Support Services | \$1,936,571               |
| <b>Description</b><br>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, including: <ul style="list-style-type: none"><li>Assisting /mentoring school leadership to evaluate school performance, using evidence-based assessment, to identify priorities for improvement and plan effective change</li><li>Monitoring and reporting on student and school performance</li><li>Identifying training and professional development needs</li><li>Developing and implementing school improvement strategies and Structured Support Plans for schools requiring additional external support</li><li>Collection, collation, analysis and reporting of educational data, to inform strategic planning and decision-making</li><li>Communicating and ensuring the effective implementation of Ministry policy and strategic initiatives</li><li>Advice and information to the Ministry, to inform policy and strategy development</li><li>Coordinating and reporting on results of standardised tests; and managing entry process, submissions, reports and statistics for external examinations</li><li>Managing and monitoring school attendance and registration</li></ul> |                                     |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>Number of School Improvement Plans advised, monitored and reported on</li><li>Number of Structured Support Plans developed and implemented</li><li>Number of monthly statistical reports</li><li>Number of strategic data analysis reports</li><li>Number of DES Annual reports on School Performance and Development</li><li>Number of strategic initiatives supported</li><li>Number of students for whom external examination entries processed</li><li>Number of reports per primary/secondary school on standardised tests and KS tests</li><li>Number of statistical reports on external exams results</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>School improvement services delivered by professionals with appropriate, qualifications, training and experience</li><li>Structured Support Plans to be developed in consultation with key stakeholders</li><li>Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication</li><li>Annual DES report prepared according to template agreed with Chief Officer</li></ul>                                                                                                   | <b>2013/14<br/>Budget</b>           | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 15                                  | 15                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 3-5                                 | 3                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 10                                  | 11                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5-10                                | 18                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1                                   | 1                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 4-6                                 | 6                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 500-700                             | 792                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5                                   | 5                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1                                   | 1                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                | 100%                      |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                    |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Structured Support Plans prepared within 30 working days of inspection or identified need, or as agreed</li> <li>Progress reports on SIPs by September 2013</li> <li>Statistical reports on standardised and key stage tests by August , 2013</li> <li>Statistical report on external examinations by September , 2013</li> <li>Annual DES report by August, 2013</li> </ul> <b>Location</b><br>Cayman Islands |                    |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 90-100%            | 100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 90-100%            | 100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 95-100%            | 100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 95-100%            | 100%               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 95-100%            | 100%               |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$1,936,571</b> | <b>\$2,020,564</b> |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education                                                                                                                                                                                                                                                                                                                                                                                                 |                    |                    |

*Note: The total cost of this output is \$1,948,071. However, the revenue of \$11,500 from third parties reduces the cost to Cabinet to \$1,936,571.*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |                                              |                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------|--------------------------------------|
| DLP 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Administration of the Labour Law | \$1,050,724                                  |                                      |
| <b>Description</b><br><br>Provision of services to administer the Labour Law to ensure that the Rights and Dignity of employees and employers are protected.<br><br><ul style="list-style-type: none"><li>• Training and Education to facilitate compliance with the Labour Law.</li><li>• Resolution of individual disputes of rights.</li><li>• Labour Inspections and Investigations.</li><li>• Enforcement of non-compliance.</li><li>• Referral of cases to the Department of Public Prosecution (DPP).</li></ul>                |                                  |                                              |                                      |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  | <b>2013-14<br/>Budget</b>                    | <b>2012-13<br/>Actuals</b>           |
| <b>Quantity</b><br><ul style="list-style-type: none"><li>• Number of training and education programmes conducted</li><li>• Number of cases of individual disputes of rights mediated/conciliated</li><li>• Number of proactive workplace inspections/investigations</li><li>• Number of cases referred for prosecution( Pending in Court)</li><li>• Number of tribunal cases scheduled</li></ul>                                                                                                                                      |                                  | 6-10<br>800-1,100<br>70-90<br>3 – 5<br>40-60 | 10<br>1,368<br>72<br>7<br>30         |
| <b>Quality</b><br><ul style="list-style-type: none"><li>• Training and education programmes are in accordance with certifying bodies and departmental guidelines.</li><li>• Individual disputes of rights processed in accordance with established procedures</li><li>• Inspections and investigations are in compliance with internationally accepted best-practice</li><li>• Referrals to DPP prepared in accordance with established guidelines</li><li>• Tribunal cases scheduled in accordance with set procedures</li></ul>     |                                  | 100%<br>100%<br>100%<br>100%<br>100%         | 100%<br>100%<br>100%<br>100%<br>100% |
| <b>Timeliness</b><br><ul style="list-style-type: none"><li>• Training and education programmes are delivered as scheduled</li><li>• Individual disputes of rights processed within 30 calendar days</li><li>• Notification to complainant of outcome of investigation within 14 working days of completion of investigation</li><li>• Complaints for Unfair dismissal/Severance Pay referred to labour Tribunal within 14 working days of collection of evidential material</li><li>• Cases scheduled within set time-lines</li></ul> |                                  | 100%<br>100%<br>100%<br>100%<br>100%         | 100%<br>100%<br>100%<br>100%<br>100% |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  | 100%                                         | 100%                                 |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                  | <b>\$1,050,724</b>                           | <b>\$1,258,946</b>                   |
| <b>Related Broad Outcome</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                  |                                              |                                      |

*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.*



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                        |                |                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------|----------------|
| NWD 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Job Placement Services | \$514,669      |                |
| Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                        |                |                |
| Provision of Job Placement Services:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                        |                |                |
| <ul style="list-style-type: none"><li>To improve access to employment for Caymanian job-seekers (both employed and unemployed) including: assisting Job Seekers through registering, assessing and providing career guidance and counselling, processing, job matching, job referrals to employers, referrals to training and attendance at Immigration Board Meetings or preparation of reports on work permit issues</li><li>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</li></ul> |                        |                |                |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                        | 2013/14 Budget | 2012/13 Actual |
| Quantity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                        |                |                |
| <ul style="list-style-type: none"><li>Number of jobseekers assisted</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                        | 1,700-2,100    | 1,389          |
| <ul style="list-style-type: none"><li>Number of job vacancies processed</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                        | 2,800-3,200    | 2,828          |
| <ul style="list-style-type: none"><li>Number of Immigration Boards attended</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                        | 2              | 2              |
| Quality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                        |                |                |
| <ul style="list-style-type: none"><li>All jobseekers assisted in accordance with established procedures</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                        | 100%           | 100%           |
| <ul style="list-style-type: none"><li>All vacancies processed in accordance with established procedures</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                        | 100%           | 100%           |
| <ul style="list-style-type: none"><li>All board meetings attended by Director or designate in accordance with Immigration Department’s guidelines</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                        | 80-100%        | 100%           |
| Timeliness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                        |                |                |
| <ul style="list-style-type: none"><li>Job seekers assisted within 10 working days of initial or subsequent contact seeking employment as outlined in procedures</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                        | 80-100%        | 80%            |
| <ul style="list-style-type: none"><li>Response to employers seeking employees within 10 working days</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                        | 100%           | 80%            |
| <ul style="list-style-type: none"><li>Immigration Board Meetings attended in accordance with agreed schedules or as required</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                        | 100%           | 50%            |
| Location                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                        |                |                |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                        | 100%           | 100%           |
| Cost                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                        | \$514,669      | \$335,258      |
| Related Broad Outcome:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                        |                |                |
| 2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                        |                |                |

| NWD 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Labour Market Information and Research | \$130,672                                    |                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------|-----------------------------------------------|
| <b>Description</b><br>Oversee the maintenance and upgrading of the Job Placement Database; and provision of Labour Market Information including: <ul style="list-style-type: none"><li>• Analysis and dissemination of labour market information including information to Immigration Boards and monthly Job Placement statistics;</li><li>• Training seminars to promote the use of the Job Placement Database amongst relevant stakeholders</li><li>• Conduct research projects on employment, labour and social issues;</li><li>• Develop, implement and maintain the Cayman Islands Standards Classification of Occupations (CISCO) including a Job Dictionary and Register of Job Profiles that establish the required Occupational Skills, Industry Skills and Knowledge for individual jobs across the main economic sectors in the Cayman Islands.</li><li>• Update the Points System Database for Immigrations Residency Board</li></ul> |                                        |                                              |                                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        | <b>2013/14<br/>Budget</b>                    | <b>2012/13<br/>Actual</b>                     |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of projects for the maintenance/upgrade of the Job Placement Database</li><li>• Number of Labour Market Reports prepared</li><li>• Number of training seminars organised on use of Database (e.g. CISCO codes)</li><li>• Labour Market Information and Research Projects</li><li>• Number of projects for the development and maintenance of Cayman Islands Standard Classification of Occupations</li><li>• Number of updates to Points System Database for Immigrations Residency Board</li></ul>                                                                                                                                                                                                                                                                                                                                                                                |                                        | 1<br><br>12-16<br>7-10<br>1-3<br>3<br>2-4    | 1<br><br>5<br>1<br>0<br>1<br>1                |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Maintenance and upgrading of the Job Placement Database in accordance with ministerial guidelines</li><li>• Labour Market Reports prepared according to agreed templates or as required.</li><li>• Training Seminars delivered in accordance with departmental guidelines</li><li>• Information and Research Projects completed in accordance with international best practice</li><li>• Projects for the Cayman Islands Standard Classification of Occupational are consistent with ILO or other international standards and meet local requirements</li><li>• The methodology for the computation of points system meets the requirements of the Immigration Law and Regulations.</li></ul>                                                                                                                                                                                              |                                        | 100%<br><br>100%<br><br>100%<br>100%<br>100% | 40%<br><br>50%<br><br>0%<br>0%<br>60%<br>100% |

|                                                                                                                                                |                  |                  |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Timeliness</b>                                                                                                                              |                  |                  |
| • Maintenance and upgrading of the Job Placement Database according to project timelines or as required.                                       | 100%             | 50%              |
| • Labour Market Reports are produced monthly or as required                                                                                    | 100%             | 50%              |
| • Training Seminars organised quarterly or as required.                                                                                        | 100%             | 100%             |
| • Information and Research projects are completed within project time frames                                                                   | 100%             | 0%               |
| • Projects for the Cayman Islands Standard Industrial Classification of Occupations are completed and maintained within project time -frames . | 100%             | 60%              |
| • Updates to the Points System are provided within the agreed time -frames.                                                                    | 100%             | 100%             |
| <b>Location</b>                                                                                                                                |                  |                  |
| Cayman Islands                                                                                                                                 | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                    | <b>\$130,672</b> | <b>\$200,593</b> |
| <b>Related Broad Outcome:</b>                                                                                                                  |                  |                  |
| 2: A Work-Ready and Globally Competitive Workforce                                                                                             |                  |                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                   |                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------|
| LIB 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Community Information, Education and Recreational Resource Centre | \$1,492,688    |
| <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                   |                |
| Provision of a central George Town library service and five community library branches, to serve as a community destination for information access in support of the following key strategic objectives:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                   |                |
| <ul style="list-style-type: none"><li>• Literacy promotion to encourage a love of and appreciation for reading</li><li>• Connection building to encourage and facilitate self-directed learning</li><li>• Development and coordination of program, service and collection offerings in support of primary stakeholders (METE as well as other government ministries)</li><li>• Development of collections, programs and services that are responsive to the needs of the community (consumer education, small business support, cultural heritage)</li><li>• Development and implementation of coordinated access to collections, services and resources among the libraries in the Cayman Islands to maximize resources</li></ul> |                                                                   |                |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2013/14 Budget                                                    | 2012/13 Actual |
| Quantity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                   |                |
| <ul style="list-style-type: none"><li>• Number of items circulated throughout the year</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 40,000-50,000                                                     | 42,435         |
| <ul style="list-style-type: none"><li>• Number of reference transactions processed</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1,500-2,000                                                       | 2,619          |
| <ul style="list-style-type: none"><li>• Number of literacy programmes delivered</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 250-300                                                           | 215            |
| <ul style="list-style-type: none"><li>• Number of community/cultural programmes delivered</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 10-12                                                             | 8              |
| <ul style="list-style-type: none"><li>• Number of information access/technology programmes delivered</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 15-20                                                             | 68             |
| <ul style="list-style-type: none"><li>• Number of adult books acquired</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1,500-2,000                                                       | 1,021          |
| <ul style="list-style-type: none"><li>• Number of juvenile books acquired</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1,000-1,500                                                       | 1,100          |
| <ul style="list-style-type: none"><li>• Number of hours of ICT services accessed</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 40,000-50,000                                                     | 45,804         |
| Quality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                   |                |
| <ul style="list-style-type: none"><li>• Operations in all locations overseen by suitably qualified staff</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 80-100%                                                           | 95%            |
| <ul style="list-style-type: none"><li>• Reference services provided by suitably trained staff</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 80-100%                                                           | 95%            |
| <ul style="list-style-type: none"><li>• Materials selected and programmes developed and monitored by trained staff</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                                              | 100%           |
| Timeliness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                   |                |
| <ul style="list-style-type: none"><li>• Materials will be available for loan throughout the Library’s opening hours</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                              | 100%           |
| <ul style="list-style-type: none"><li>• Reference enquiries will be processed within twenty-four hours of receipt</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                              | 100%           |
| <ul style="list-style-type: none"><li>• Library materials will be acquired quarterly</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                                              | 100%           |
| <ul style="list-style-type: none"><li>• Programmes will be prepared and delivered on a monthly basis</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                                              | 100%           |
| Location                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                   |                |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                                              | 100%           |
| Cost                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$1,492,688                                                       | \$1,487,612    |



**Related Broad Outcome:**

7: A Centre of Excellence in Education

*Note: The total cost of this output is \$1,505,188. However, the revenue of \$12,500 from third parties reduces the cost to Cabinet to \$1,492,688.*

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------|
| <b>LIB 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Public Education and Advocacy</b> | <b>\$179,853</b>          |
| <b>Description</b><br>Provision of services to increase the visibility and awareness of the role of the Public Library Service in promoting quality of life for the residents of the Cayman Islands including : <ul style="list-style-type: none"> <li>Improving community understanding of the role of the public library through promotion and training</li> <li>Strengthening and expanding partnerships with other stakeholders (schools, community organizations, groups and other ministries)</li> <li>Coordinating with strategic partners within the community to develop programmes, displays and activities to support the Library's aims</li> <li>Preparing media releases</li> </ul> |                                      |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>2013/14<br/>Budget</b>            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                           |
| • Number of group presentations in support of library advocacy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 20-25                                | 14                        |
| • Annual library system brochure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1                                    | 1                         |
| • Seasonal library bookmarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 4                                    | 1                         |
| • Number of press releases organized                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 15-20                                | 17                        |
| • Number of strategic partner meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 15-20                                | 18                        |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                      |                           |
| • Press releases will be developed and delivered by professional staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                 | 100%                      |
| • Printed documentation will be developed by qualified staff with accurate and relevant information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                 | 100%                      |
| • Advocacy presentation will be developed and delivered by professional staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                 | 100%                      |
| • Strategic partner meetings conducted by professional staff and minutes recorded accurately                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                 | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                      |                           |
| • Press releases will be delivered within the agreed timeframe                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                 | 100%                      |
| • Printed documentation will be produced as scheduled in the quantity measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                 | 100%                      |
| • Group presentations will be delivered as scheduled                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                 | 100%                      |
| • Meetings will be held as requested and within agreed timeframe                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                 | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                 | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$179,853</b>                     | <b>\$30,250</b>           |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                      |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                       |                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------|
| SRC 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Training and Therapeutic Programmes for Adults with Disabilities      | \$1,313,733                                         |
| <b>Description</b><br>Provide training, therapeutic, and recreational programmes for adults with disabilities, in order to promote the development and maintenance of client functioning and independence facilitated through: <ul style="list-style-type: none"><li>• <b>Daily Life Skills Training and Development Programme:</b><ul style="list-style-type: none"><li>○ Personal hygiene, cooking, housekeeping skills, and social skills</li></ul></li><li>• <b>Functional Academics</b><ul style="list-style-type: none"><li>○ Reading and communication skills, functional math and computer skills</li></ul></li><li>• <b>The Arts:</b> arts and crafts</li><li>• <b>Vocational Training, Placement and Support</b><ul style="list-style-type: none"><li>○ Provide training for job placement in community</li><li>○ Resource viable job placements for work ready clients</li><li>○ Providing on-going monitoring and support to workers and employers to promote and maintain job placements</li></ul></li><li>• <b>Occupational Therapy Services</b><ul style="list-style-type: none"><li>○ Promoting Health and Fitness, Habilitation and Rehabilitation</li><li>○ Recreational Activities and Community Outings</li></ul></li><li>• <b>Support Services</b><ul style="list-style-type: none"><li>•Coordinate and Monitor Centre initiated Medical, Dental, and Mental Health Appointments</li></ul></li></ul> |                                                                       |                                                     |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>• Number of full-time Clients attending the Centre Day Programmes</li><li>• Number of programme days for Clients</li><li>• Number of Specialized programmes provided</li><li>• Number of progress reports per client</li><li>• Number of Occupational Therapy Assessments</li><li>• Number of recreational sessions</li><li>• Number of Employed Clients enrolled in Vocational Programme</li><li>• Number of Monitoring and Support Hours for Employed Clients</li><li>• Number of Support Services Appointments</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>• All training will be facilitated and supervised by qualified staff</li><li>• All formal evaluations and assessments will be completed by qualified staff</li><li>• All client programme plans will be facilitated by qualified staff</li><li>• Vocational training, placement, and support needs determined by assessment</li></ul><br><b>Timeliness</b> <ul style="list-style-type: none"><li>• All programmes to be delivered over the Training Year from Sept. – July</li><li>• Client progress reported at least once yearly</li><li>• Programme delivery will be Monday through Friday from 8:30a.m. to 2:30p.m.</li></ul>                                                                                                                        | <b>2013/14 Budget</b>                                                 | <b>2012/13 Actual</b>                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 45-60<br>205<br>6<br>1<br>45-60<br>40-50<br>15-25<br>300-450<br>50-75 | 42<br>200<br>5<br>0<br>N/A<br>55<br>15<br>450<br>75 |

|                                                                         |                    |                    |
|-------------------------------------------------------------------------|--------------------|--------------------|
| <b>Location</b><br>Sunrise Centre in Grand Cayman                       | 100%               | 100%               |
| <b>Cost</b>                                                             | <b>\$1,313,733</b> | <b>\$1,005,016</b> |
| <b>Related Broad Outcome:</b><br>7: A Centre of Excellence in Education |                    |                    |

*SRC previously comprised of four outputs SRC 7, 8, 9 & 10 for 2012/13 amounted to \$1,005,016*

## 5. PAYMENT ARRANGEMENTS

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Cabinet will pay the Ministry of Education, Employment and Gender Affairs for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of Education, Employment and Gender Affairs. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVIOCE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>MEG 1</b>       | <b>MEG 2</b>     | <b>MEG 3</b>       | <b>MEG 4</b>     | <b>MEG 5</b>     |
|--------------|--------------------|------------------|--------------------|------------------|------------------|
| July         | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| August       | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| September    | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| October      | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| November     | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| December     | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| January      | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| February     | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| March        | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| April        | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| May          | 116,599            | 32,779           | 138,765            | 42,279           | 57,897           |
| June         | 116,600            | 32,773           | 138,761            | 42,279           | 57,897           |
| <b>TOTAL</b> | <b>\$1,399,189</b> | <b>\$393,342</b> | <b>\$1,665,176</b> | <b>\$507,348</b> | <b>\$694,764</b> |

| MONTH        | MEG 6               | MEG 7            | MEG 8            | DES 1               | DES 2               |
|--------------|---------------------|------------------|------------------|---------------------|---------------------|
| July         | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| August       | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| September    | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| October      | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| November     | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| December     | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| January      | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| February     | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| March        | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| April        | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| May          | 152,958             | 45,965           | 24,567           | 1,765,375           | 1,890,837           |
| June         | 152,959             | 45,969           | 24,569           | 1,765,370           | 1,890,837           |
| <b>TOTAL</b> | <b>\$ 1,835,497</b> | <b>\$551,584</b> | <b>\$294,806</b> | <b>\$21,184,495</b> | <b>\$22,690,044</b> |

| MONTH        | DES 3              | DES 4              | DES 5              | DES 6              | DES 10             |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| July         | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| August       | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| September    | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| October      | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| November     | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| December     | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| January      | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| February     | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| March        | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| April        | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| May          | 230,602            | 84,066             | 230,557            | 429,758            | 158,996            |
| June         | 230,601            | 84,071             | 230,555            | 429,754            | 158,993            |
| <b>TOTAL</b> | <b>\$2,767,223</b> | <b>\$1,008,797</b> | <b>\$2,766,682</b> | <b>\$5,157,092</b> | <b>\$1,907,949</b> |

| MONTH        | DES 11             | DES 12             | DLP 1              | LIB 5              | LIB 6            |
|--------------|--------------------|--------------------|--------------------|--------------------|------------------|
| July         | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| August       | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| September    | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| October      | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| November     | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| December     | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| January      | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| February     | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| March        | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| April        | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| May          | 185,204            | 161,381            | 87,560             | 124,391            | 14,988           |
| June         | 185,204            | 161,380            | 87,564             | 124,387            | 14,985           |
| <b>TOTAL</b> | <b>\$2,222,448</b> | <b>\$1,936,571</b> | <b>\$1,050,724</b> | <b>\$1,492,688</b> | <b>\$179,853</b> |

| MONTH        | NWD 1            | NWD 2            | NWD 3            | SRC 7              |
|--------------|------------------|------------------|------------------|--------------------|
| July         | 15,840           | 42,889           | 10,889           | 109,478            |
| August       | 15,840           | 42,889           | 10,889           | 109,478            |
| September    | 15,840           | 42,889           | 10,889           | 109,478            |
| October      | 15,840           | 42,889           | 10,889           | 109,478            |
| November     | 15,840           | 42,889           | 10,889           | 109,478            |
| December     | 15,840           | 42,889           | 10,889           | 109,478            |
| January      | 15,840           | 42,889           | 10,889           | 109,478            |
| February     | 15,840           | 42,889           | 10,889           | 109,478            |
| March        | 15,840           | 42,889           | 10,889           | 109,478            |
| April        | 15,840           | 42,889           | 10,889           | 109,478            |
| May          | 15,840           | 42,889           | 10,889           | 109,478            |
| June         | 15,837           | 42,890           | 10,893           | 109,475            |
| <b>TOTAL</b> | <b>\$190,077</b> | <b>\$514,669</b> | <b>\$130,672</b> | <b>\$1,313,733</b> |



**MINISTRY OF EDUCATION, EMPLOYMENT AND GENDER AFFAIRS**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Mrs. Mary Rodrigues, JP**  
**Chief Officer**

Ministry of Education, Employment and Gender Affairs

October 4 2013



Ministry of Education, Employment and Gender Affairs  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 48,174                     | 50,576                          | 43,993                     |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 9,471                      | 9,472                           | 12,744                     |
| Other receivables                    | 2    | 14                         | 14                              | 1,139                      |
| Inventories                          | 3    |                            |                                 |                            |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 1,182                      | 2                               | 41                         |
| <b>Total Current Assets</b>          |      | <b>57,661</b>              | <b>50,576</b>                   | <b>43,993</b>              |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 3    |                            |                                 |                            |
| Other receivables                    | 3    |                            |                                 |                            |
| Inventories                          | 4    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 237,118                    | 243,394                         | 224,391                    |
| <b>Total Non-Current Assets</b>      |      | <b>237,118</b>             | <b>243,394</b>                  | <b>224,391</b>             |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 7    | 181                        | 4,823                           | 7,001                      |
| Other payables and accruals          | 7    | 5,398                      | 467                             | 462                        |
| Bank overdraft                       | 2    |                            |                                 |                            |
| Unearned revenue                     |      | 3                          | 3                               | 90                         |
| Employee entitlements                | 8    | 187                        | 186                             | 349                        |
| Repayment of surplus                 |      |                            |                                 |                            |
| <b>Total Current Liabilities</b>     |      | <b>5,767</b>               | <b>5,479</b>                    | <b>7,903</b>               |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 7    |                            |                                 |                            |
| Other payables and accruals          | 7    |                            |                                 |                            |
| Employee entitlements                | 8    |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |      |                            |                                 |                            |
| <b>Total Liabilities</b>             |      | <b>5,767</b>               | <b>5,479</b>                    | <b>7,903</b>               |
| <b>Net Assets</b>                    |      | <b>289,010</b>             | <b>288,491</b>                  | <b>260,481</b>             |
| <b>NET WORTH</b>                     |      |                            |                                 |                            |
| Contributed capital                  |      | 295,915                    | 293,225                         | 278,225                    |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      | 12,091                     | 12,091                          |                            |
| Accumulated surpluses/(deficits)     |      | (18,996)                   | (16,614)                        | (17,744)                   |
| <b>Total Net Worth</b>               |      | <b>289,010</b>             | <b>288,491</b>                  | <b>260,481</b>             |

**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                        | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         |      |                            |                                 |                            |
| Sale of goods and services                                             | 9    | 73,363                     | 74,528                          | 70,257                     |
| Investment revenue                                                     | 10   |                            | 6                               | 3                          |
| Donations                                                              | 11   |                            | 189                             |                            |
| Other revenue                                                          |      |                            |                                 |                            |
| <b>Total Revenue</b>                                                   |      | <b>73,363</b>              | <b>74,722</b>                   | <b>70,260</b>              |
| <b>Expenses</b>                                                        |      |                            |                                 |                            |
| Personnel costs                                                        | 12   | 50,205                     | 48,532                          | 48,873                     |
| Supplies and consumables                                               | 13   | 18,360                     | 16,640                          | 14,876                     |
| Depreciation                                                           | 6    | 6,710                      | 6,712                           | 5,523                      |
| Impairment of property, plant and equipment                            | 6    |                            |                                 |                            |
| Impairment of inventory                                                | 4    |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 14   |                            |                                 |                            |
| Litigation costs                                                       | 15   |                            | 739                             | 1,010                      |
| Gain/(losses) on foreign exchange transactions                         | 16   |                            | 13                              | (6)                        |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 16   |                            | (1)                             | (382)                      |
| Other expenses                                                         |      | 88                         | 88                              |                            |
| <b>Total Expenses</b>                                                  |      | <b>75,363</b>              | <b>72,724</b>                   | <b>69,894</b>              |
| <b>Surplus or (deficit) for the period</b>                             |      | <b>0</b>                   | <b>1,998</b>                    | <b>367</b>                 |

Ministry of Education, Employment and Gender Affairs  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                                 |                            |
| <i><b>Receipts</b></i>                                      |      |                            |                                 |                            |
| Outputs to Cabinet                                          |      | 73,855                     | 73,047                          | 85,030                     |
| Outputs to other government agencies                        |      |                            |                                 | 62                         |
| Sales and Goods and services – third party                  |      | 1,507                      | 1,886                           | 1,922                      |
| Interest received                                           |      |                            | 4                               | 3                          |
| Donations / Grants                                          |      |                            | 191                             |                            |
| Other receipts                                              |      |                            | 70                              |                            |
| <i><b>Payments</b></i>                                      |      |                            |                                 |                            |
| Personnel costs                                             |      | (50,205)                   | (48,153)                        | (47,905)                   |
| Supplies and consumables                                    |      | (18,360)                   | (14,878)                        | (25,395)                   |
| Interest paid                                               |      |                            |                                 |                            |
| Other payment                                               |      |                            | (367)                           | 529                        |
| <b>Net cash flows from operating activities</b>             |      | <b>6,798</b>               | <b>11,800</b>                   | <b>14,246</b>              |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Purchase of property, plant and equipment                   |      | (2,900)                    | (19,150)                        | (44,219)                   |
| Proceeds from sale of property, plant and equipment         |      |                            |                                 |                            |
| Purchase of investments                                     |      |                            |                                 |                            |
| Proceeds from sale of investments                           |      |                            |                                 |                            |
| Cash advances                                               |      |                            |                                 |                            |
| Cash receipts from repayment of advances                    |      |                            |                                 |                            |
| <b>Net cash flows from investing activities</b>             |      | <b>(2,900)</b>             | <b>(19,150)</b>                 | <b>(44,219)</b>            |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Equity investment                                           |      | 2,900                      | 18,369                          | 44,219                     |
| Repayment of surplus                                        |      |                            |                                 |                            |
| Capital withdrawal                                          |      |                            |                                 |                            |
| <b>Net cash flows from financing activities</b>             |      | <b>2,900</b>               | <b>18,369</b>                   | <b>44,219</b>              |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>6,798</b>               | <b>11,019</b>                   | <b>14,247</b>              |
| Cash and cash equivalents at beginning of period            |      | 41,376                     | 30,069                          | 15,822                     |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>48,174</b>              | <b>41,088</b>                   | <b>30,069</b>              |

Ministry of Education, Employment and Gender Affairs  
**STATEMENT OF CHANGES IN NET WORTH**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                    | Contributed<br>Capital | Reserves | Revaluation<br>Reserve | Accumulated<br>Surplus/ (deficits) | Total              |
|--------------------------------------------------------------------|------------------------|----------|------------------------|------------------------------------|--------------------|
| <b>Balance at 30 June 2012</b>                                     | 278,225,442            |          |                        | -17,745,447                        | 260,479,995        |
| Changes in accounting policy                                       |                        |          |                        | -868,326                           | -868,326           |
| Prior Year Adjustments                                             |                        |          |                        |                                    | 0                  |
| <b>Restated balance</b>                                            | 278,225,442            | 0        | 0                      | -18,613,773                        | 259,611,669        |
| <b>Changes in net worth for 2012/13</b>                            |                        |          |                        |                                    |                    |
| Gain on property revaluation                                       |                        |          | 12,091,142             |                                    | 12,091,142         |
| Gain on revaluation of investments                                 |                        |          |                        |                                    | 0                  |
| Change due to Reorganisation of<br>Ministry                        |                        |          |                        |                                    | 0                  |
| Exchange differences on translating<br>foreign operations          |                        |          |                        |                                    | 0                  |
| Equity Investment from Cabinet                                     | 14,789,682             |          |                        |                                    | 14,789,682         |
| Repayment of surplus to Cabinet                                    |                        |          |                        |                                    | 0                  |
| <b>Net revenue / expenses recognised<br/>directly in net worth</b> | 14,789,682             | 0        | 12,091,142             | 0                                  | 26,880,824         |
| Surplus/(deficit)for the period<br>2012/13                         |                        |          |                        | -382,022                           | -382,022           |
| <b>Total recognised revenues and<br/>expenses for the period</b>   | 14,789,682             | 0        | 12,091,142             | -382,022                           | 26,498,802         |
| <b>Balance at 30 June 2013 carried<br/>forward</b>                 | <b>293,015,124</b>     | <b>0</b> | <b>12,091,142</b>      | <b>-18,995,795</b>                 | <b>286,110,471</b> |

|                                                                | Contributed<br>Capital | Other<br>Reserves | Revaluation<br>Reserve | Accumulated<br>Surplus/ (deficits) | Total              |
|----------------------------------------------------------------|------------------------|-------------------|------------------------|------------------------------------|--------------------|
| <b>Balance at 30 June 2013 brought forward</b>                 | 293,015,124            | 0                 | 12,091,142             | -18,995,795                        | 286,110,471        |
| <b>Changes in net worth for 2012/13</b>                        |                        |                   |                        |                                    |                    |
| Changes in accounting policy                                   |                        |                   |                        |                                    | 0                  |
| Prior Year Adjustments                                         |                        |                   |                        |                                    | 0                  |
| <b>Restated balance</b>                                        | 293,015,124            | 0                 | 12,091,142             | -18,995,795                        | 286,110,471        |
| <b>Changes in net worth for 2013/14</b>                        |                        |                   |                        |                                    |                    |
| Gain on property revaluation                                   |                        |                   |                        |                                    | 0                  |
| Gain on revaluation of investments                             |                        |                   |                        |                                    | 0                  |
| Change due to Reorganisation of Ministry                       |                        |                   |                        |                                    | 0                  |
| Exchange differences on translating foreign operations         |                        |                   |                        |                                    | 0                  |
| Equity Investment from Cabinet                                 | 2,900,000              |                   |                        |                                    | 2,900,000          |
| Repayment of surplus to Cabinet                                |                        |                   |                        |                                    | 0                  |
| <b>Net revenue / expenses recognised directly in net worth</b> | 2,900,000              | 0                 | 0                      | 0                                  | 2,900,000          |
| Surplus/(deficit)for the period 2013/14                        |                        |                   |                        | 0                                  | 0                  |
| <b>Total recognised revenues and expenses for the period</b>   | 2,900,000              | 0                 | 0                      | 0                                  | 2,900,000          |
| <b>Balance at 30 June 2014</b>                                 | <b>295,915,124</b>     | <b>0</b>          | <b>12,091,142</b>      | <b>-18,995,795</b>                 | <b>289,010,471</b> |

Ministry of Education, Employment and Gender Affairs  
**STATEMENT OF ACCOUNTING POLICIES**

Ministry of Education, Employment and Gender Affairs  
General Accounting Policies

Reporting entity

These Forecast financial statements are for the *Cabinet Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2014.

Specific Accounting Policies

Revenue

*Output revenue*

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

*Interest revenue*

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

Expenses

*General*

Expenses are recognised when incurred.

*Depreciation*

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

Assets

*Cash and cash equivalents*

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

*Receivables and advances*

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

*Inventory*

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

*Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

*Computer Hardware and Software*

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

*Liabilities*

*Accounts Payable*

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

*Provisions*

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

*Employee entitlements*

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

**NOTE 1. CASH AND CASH EQUIVALENTS**

| <b>Description - <u>Enter overdraft as negative</u></b>       | <b>Foreign<br/>Currency</b> | <b>Exchange<br/>Rate</b> | <b>Budget<br/>2013/14</b> |
|---------------------------------------------------------------|-----------------------------|--------------------------|---------------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 697                         | 1.0000                   | 697                       |
| Cash in transit (IRIS Remittance Account)                     | 5,275                       | 1.0000                   | 5,275                     |
| CI\$ Operational Current Account held at Royal Bank of Canada | 43,016,952                  | 1.0000                   | 43,016,952                |
| US\$ Operational Current Account held at Royal Bank of Canada | 730,222                     | 0.8375                   | 611,561                   |
| Payroll Current Account held at Royal Bank of Canada          | 2,148,571                   | 1.0000                   | 2,148,571                 |
| Bank Accounts held at other financial institutions            | 0                           | 1.0000                   | 0                         |
| <b><u>[DISCLOSE ACCOUNT DETAILS IF MATERIAL]</u></b>          |                             |                          |                           |
| Fixed Deposits held with Treasury (less than 90 days)         | 2,390,807                   | 1.0000                   | 2,390,807                 |
| <b>TOTAL</b>                                                  | <b>0</b>                    | <b>0</b>                 | <b>48,173,863</b>         |

**NOTE 2. TRADE AND OTHER RECEIVABLES****TRADE RECEIVABLES**

|                                           | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Sale of goods and services                | 1,209                               | 1,210                                    | 835                                 |
| Outputs to Cabinet                        | 9,022                               | 9,022                                    | 12,661                              |
| Outputs to other government agencies      |                                     |                                          |                                     |
| <b>Less: provision for doubtful debts</b> | <b>(761)</b>                        | <b>(760)</b>                             | <b>(752)</b>                        |
| <b>Total trade receivables</b>            | <b>9,470</b>                        | <b>9,472</b>                             | <b>12,744</b>                       |



## OTHER RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Advances (salary, official travel, etc)   | 7                          | 7                               |                            |
| Dishonoured cheques                       |                            |                                 | 19                         |
| Interest receivable                       | 4                          | 4                               | 1                          |
| Other                                     | 3                          | 3                               | 1,119                      |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total other receivables</b>            | <b>14</b>                  | <b>14</b>                       | <b>1,139</b>               |

|                           | Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget |
|---------------------------|----------------------|----------------------|-------------------|
| <b>Current</b>            |                      |                      |                   |
| Past due 1-30 days        | 9,471                | 9,096                | 13,257            |
| Past due 31-60 days       |                      | 10                   | 13                |
| Past due 61-90 days       |                      | 205                  | 116               |
| Past due 90 and above     |                      | 236                  | 192               |
| <b>Non-Current</b>        |                      |                      |                   |
| Past due 1 year and above |                      | 684                  | 1,055             |
| <b>Total</b>              | <b>9,471</b>         | <b>10,231</b>        | <b>14,633</b>     |

Changes in the provision of doubtful debts:

| Description                                 | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|---------------------------------------------|-------------------|------------------------|-------------------|
| Balance at 1 July, 2012                     | (761)             | (752)                  | (477)             |
| (Additional provisions made during the year |                   | (8)                    | (664)             |
| Receivables written off during the period   |                   |                        | 390               |
| Balance at 30 June, 2013                    | <b>(761)</b>      | <b>(760)</b>           | <b>(751)</b>      |

**NOTE 3. INVENTORIES**

|                                                               | <b>Current</b> | <b>Non-Current</b> | <b>2013/14 Budget</b> |
|---------------------------------------------------------------|----------------|--------------------|-----------------------|
| Inventory held for use in the provision of goods and services | 495            | 0                  | 495                   |
| Inventory held for sale                                       |                |                    |                       |
| Impairment of Inventory                                       |                |                    |                       |
| <b>Total Inventories</b>                                      | <b>495</b>     | <b>0</b>           | <b>495</b>            |

**NOTE 4. INVESTMENTS**

|                                                               | <b>2013/14 Budget</b> | <b>2012/13 Est. Actual</b> | <b>2011/12 Actual</b> |
|---------------------------------------------------------------|-----------------------|----------------------------|-----------------------|
| <b>Investments</b>                                            |                       |                            |                       |
| Description                                                   |                       |                            |                       |
| <b>Total Investments at the lower of cost or Market value</b> |                       |                            |                       |

**NOTE 5. PREPAYMENTS**

|                     | <b>2013/14 Budget</b> | <b>2012/13 Est. Actual</b> | <b>2011/12 Actual</b> |
|---------------------|-----------------------|----------------------------|-----------------------|
| <b>Description</b>  |                       |                            |                       |
| Accrued Prepayments |                       |                            |                       |
| Prepaid Insurance   | 1,832                 | 2                          | 41                    |
| <b>Total</b>        | <b>1,832</b>          | <b>2</b>                   | <b>41</b>             |

## NOTE 6. PROPERTY, PLANT AND EQUIPMENT & INTANGIBLE ASSETS

|                                   | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Office Equipment</i> | <i>Computer Hardware</i> | <i>Office Equipment</i> | <i>Leasehold Improvements</i> | <i>Other assets</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Assets under construction or development</i> | <i>Total</i> |
|-----------------------------------|----------------------------|------------------|---------------------------------------|--------------------------|-------------------------|-------------------------------|---------------------|-----------------------|-----------------------|-------------------------------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  | 1,368,563                  | 87,473,143       | 3,748,450                             | 6,611,089                | 2,256,686               | 458,987                       | 2,367,404           | 25,740                | 1,649,947             | 188,822,524                                     | 294,782,533  |
| Additions                         | 1,831,516                  | 11,524,118       | 3,550,347                             | 2,483,616                | 459,864                 | 12,584                        | 1,129,995           | 167,225               | 130,572               | 18,070,201                                      | 2,958,492    |
| Revaluations                      |                            |                  |                                       |                          |                         |                               |                     |                       |                       |                                                 | 0            |
| Disposals and Derogisation        |                            |                  |                                       |                          |                         |                               |                     |                       |                       |                                                 | 0            |
| Transfers                         |                            |                  |                                       |                          |                         |                               |                     |                       |                       |                                                 | 0            |
| <b>Balance as at 30 June 2013</b> | 3,200,079                  | 98,997,261       | 7,298,797                             | 9,094,705                | 2,716,550               | 471,571                       | 3,497,399           | 192,965               | 1,519,375             | 170,752,323                                     | 297,741,025  |

|                                   | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Office Equipment</i> | <i>Computer Hardware</i> | <i>Office Equipment</i> | <i>Leasehold Improvements</i> | <i>Other assets</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Assets under construction or development</i> | <i>Total</i> |
|-----------------------------------|----------------------------|------------------|---------------------------------------|--------------------------|-------------------------|-------------------------------|---------------------|-----------------------|-----------------------|-------------------------------------------------|--------------|
| <b>Balance as at 30 June 2013</b> | 3,200,079                  | 98,997,261       | 7,298,797                             | 9,094,705                | 2,716,550               | 471,571                       | 3,497,399           | 192,965               | 1,519,375             | 170,752,323                                     | 297,741,025  |
| Additions                         | 0                          | 5,800,000        | 0                                     | 0                        | 0                       | 0                             | 0                   | 0                     | 0                     | -                                               | 2,900,000    |
| Revaluations                      | 0                          | 0                | 0                                     | 0                        | 0                       | 0                             | 0                   | 0                     | 0                     | 0                                               | 0            |
| Disposals and Derogisation        |                            |                  |                                       |                          |                         |                               |                     |                       |                       |                                                 | 0            |
| Transfers                         |                            |                  |                                       |                          |                         |                               |                     |                       |                       |                                                 | 0            |
| <b>Balance as at 30 June 2014</b> | 3,200,079                  | 104,797,261      | 7,298,797                             | 9,094,705                | 2,716,550               | 471,571                       | 3,497,399           | 192,965               | 1,519,375             | 167,852,323                                     | 300,641,025  |

### Accumulated Depreciation and impairment losses

|                                             | <i>Plant and equipment</i> | <i>Buildings</i> | <i>Furniture and Office Equipment</i> | <i>Computer Hardware</i> | <i>Office Equipment</i> | <i>Leasehold Improvements</i> | <i>Other assets</i> | <i>Infrastructure</i> | <i>Motor Vehicles</i> | <i>Assets under construction or development</i> | <i>Total</i> |
|---------------------------------------------|----------------------------|------------------|---------------------------------------|--------------------------|-------------------------|-------------------------------|---------------------|-----------------------|-----------------------|-------------------------------------------------|--------------|
| <b>Balance as at 1 July 2012</b>            | 1,163,486                  | 61,996,967       | 2,068,238                             | 4,919,915                | 2,066,597               | 9,997                         | 244,099             | 17,778                | 1,292,584             | -                                               | 73,779,661   |
| Transfers                                   |                            |                  |                                       |                          |                         |                               |                     |                       | 14,906                |                                                 | 14,906       |
| Eliminate on Disposal/Derecognition 2012/13 |                            |                  |                                       |                          |                         |                               |                     |                       |                       |                                                 | 0            |
| Depreciation Expense 2012/13                | 799,096                    | 21,322,430       | 1,050,829                             | 1,930,485                | 288,090                 | 106,779                       | 0                   | 151,258               | 97,343                | -                                               | 16,898,550   |

Impairment  
Reserve 2012/13  
(closing balance  
12/13) Allocate  
**Balance as at 30  
June 2013**

0

|           |            |           |           |           |         |         |         |           |   |            |
|-----------|------------|-----------|-----------|-----------|---------|---------|---------|-----------|---|------------|
| 1,962,582 | 40,674,537 | 3,119,067 | 6,850,400 | 2,354,687 | 116,776 | 244,099 | 169,036 | 1,375,021 | 0 | 56,866,205 |
|-----------|------------|-----------|-----------|-----------|---------|---------|---------|-----------|---|------------|

|                                                                      | <i>Plant<br/>and<br/>equipm<br/>ent</i> | <i>Building<br/>s</i> | <i>Furnitur<br/>e and<br/>Office<br/>Equipm<br/>ent</i> | <i>Compu<br/>ter<br/>Hardw<br/>are</i> | <i>Office<br/>Equipme<br/>nt</i> | <i>Leasehold<br/>Improvem<br/>ents</i> | <i>Other<br/>assets</i> | <i>Infrastruct<br/>ure</i> | <i>Motor<br/>Vehicle<br/>s</i> | <i>Assets<br/>under<br/>constructio<br/>n or<br/>developme<br/>nt</i> | <i>Total</i> |
|----------------------------------------------------------------------|-----------------------------------------|-----------------------|---------------------------------------------------------|----------------------------------------|----------------------------------|----------------------------------------|-------------------------|----------------------------|--------------------------------|-----------------------------------------------------------------------|--------------|
| <b>Balance as at 30<br/>June 2013</b>                                | 1,962,582                               | 40,674,537            | 3,119,067                                               | 6,850,400                              | 2,354,687                        | 116,776                                | 244,099                 | 169,036                    | 1,375,022                      | 0                                                                     | 56,866,206   |
| Transfers                                                            |                                         |                       |                                                         |                                        |                                  |                                        |                         |                            |                                |                                                                       | 0            |
| Eliminate on<br>Disposal/Derecogni<br>tion 2013/14                   |                                         |                       |                                                         |                                        |                                  |                                        |                         |                            |                                |                                                                       | 0            |
| Depreciation<br>Expense 2013/14                                      | 188,249                                 | 4,708,948             | 370,861                                                 | 643,354                                | 117,001                          | 107,307                                | 343,879                 | 156,046                    | 74,401                         | 0                                                                     | 6,710,046    |
| Impairment<br>Reserve 2012/13<br>(closing balance<br>13/14) Allocate |                                         |                       |                                                         |                                        |                                  |                                        |                         |                            |                                |                                                                       | 0            |
| <b>Balance as at 30<br/>June 2014</b>                                | 2,150,831                               | 45,383,485            | 3,489,928                                               | 7,493,754                              | 2,471,688                        | 224,083                                | 587,978                 | 325,082                    | 1,449,423                      | 0                                                                     | 63,576,252   |
| <b>Net Book value 30<br/>June 2013</b>                               | 1,237,497                               | 58,322,724            | 4,179,730                                               | 2,244,305                              | 361,863                          | 354,795                                | 3,253,300               | 23,929                     | 144,354                        | 170,752,323                                                           | 240,874,820  |
| <b>Net Book value 30<br/>June 2014</b>                               | 1,049,248                               | 59,413,776            | 3,808,869                                               | 1,600,951                              | 244,862                          | 247,488                                | 2,909,421               | -132,117                   | 69,952                         | 167,852,323                                                           | 237,064,773  |

|                                   | <i>Computer Software</i> | <i>Intangible Assets under construction or development</i> | <i>Total</i>   |
|-----------------------------------|--------------------------|------------------------------------------------------------|----------------|
| <b>Balance as at 1 July 2012</b>  | 592,578                  |                                                            | 592,578        |
| Additions                         |                          |                                                            | 0              |
| Revaluations                      |                          |                                                            | 0              |
| Disposals and Derognisation       |                          |                                                            | 0              |
| Transfers                         |                          |                                                            | 0              |
| <b>Balance as at 30 June 2013</b> | <b>592,578</b>           | <b>0</b>                                                   | <b>592,578</b> |

|                                   | <i>Computer Software</i> | <i>Intangible Assets under construction or development</i> | <i>Total</i>   |
|-----------------------------------|--------------------------|------------------------------------------------------------|----------------|
| <b>Balance as at 30 June 2013</b> | 592,578                  |                                                            | 592,578        |
| Additions                         |                          |                                                            | 0              |
| Revaluations                      |                          |                                                            | 0              |
| Disposals and Derognisation       |                          |                                                            | 0              |
| Transfers                         |                          |                                                            | 0              |
| <b>Balance as at 30 June 2014</b> | <b>592,578</b>           |                                                            | <b>592,578</b> |

**Accumulated Depreciation and impairment losses**

|                                                             | <i>Computer Software</i> | <i>Intangible Assets under construction or development</i> | <i>Total</i>   |
|-------------------------------------------------------------|--------------------------|------------------------------------------------------------|----------------|
| <b>Balance as at 1 July 2012</b>                            | 452,218                  |                                                            | 452,218        |
| Transfers                                                   |                          |                                                            | 0              |
| Eliminate on Disposal/Derecognition 2012/13                 |                          |                                                            | 0              |
| Amortisation Expense 2012/13                                |                          |                                                            | 0              |
| Impairment Reserve 2012/13 (closing balance 12/13) Allocate |                          |                                                            | 0              |
| <b>Balance as at 30 June 2013</b>                           | <b>452,218</b>           | <b>0</b>                                                   | <b>452,218</b> |

|                                                             | <i>Computer Software</i> | <i>Intangible Assets under construction or development</i> | <i>Total</i>   |
|-------------------------------------------------------------|--------------------------|------------------------------------------------------------|----------------|
| <b>Balance as at 30 June 2013</b>                           | 452,218                  |                                                            | 452,218        |
| Transfers                                                   |                          |                                                            | 0              |
| Eliminate on Disposal/Derecognition 2013/14                 |                          |                                                            | 0              |
| Amortisation Expense 2013/14                                | 87,522                   |                                                            | 87,522         |
| Impairment Reserve 2012/13 (closing balance 13/14) Allocate |                          |                                                            | 0              |
| <b>Balance as at 30 June 2014</b>                           | <b>539,740</b>           |                                                            | <b>539,740</b> |
| <b>Net Book value 30 June 2013</b>                          | <b>140,360</b>           | <b>0</b>                                                   | <b>140,360</b> |
| <b>Net Book value 30 June 2014</b>                          | <b>52,838</b>            | <b>0</b>                                                   | <b>52,838</b>  |

## NOTE 7. TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

|                                                         | Current          | Non-Current | Budget 2013/14   |
|---------------------------------------------------------|------------------|-------------|------------------|
| Creditors                                               | 181,043          |             | 181,043          |
| Creditors Ministries/Portfolios                         |                  |             | 0                |
| Creditors other government agencies                     |                  |             | 0                |
| Payroll Deductions                                      | 791,259          |             | 791,259          |
| Operating Lease                                         | 0                |             | 0                |
| Accrued Expenses                                        | 4,420,399        |             | 4,420,399        |
| Accrued Expenses Ministries/Portfolios                  |                  |             | 0                |
| Accrued Expenses other government agencies              |                  |             | 0                |
| Inter-entity due to                                     | 0                |             | 0                |
| Accrued Entity Interest                                 | 0                |             | 0                |
| Provisions                                              | 0                |             | 0                |
| Other payables                                          | 186,192          |             | 186,192          |
| <b>Total trade payables other payables and accruals</b> | <b>5,578,893</b> | <b>0</b>    | <b>5,578,893</b> |

## NOTE 8. EMPLOYEE ENTITLEMENTS

|                                                                     | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                                        | 186                        | 186                             | 349                        |
| Retirement and long service leave                                   |                            |                                 |                            |
| Accrued salaries                                                    |                            |                                 |                            |
| Travel                                                              |                            |                                 |                            |
| <b>Total current portion</b>                                        | <b>186</b>                 | <b>186</b>                      | <b>349</b>                 |
| <b><i>Non-current employee entitlements are represented by:</i></b> |                            |                                 |                            |
| Retirement and long term service leave                              |                            |                                 |                            |
| <b>Total employee entitlements</b>                                  | <b>186</b>                 | <b>186</b>                      | <b>349</b>                 |

**NOTE 9a. SALES OF GOODS AND SERVICES**

| <b>Revenue Type</b>                      | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Outputs to Cabinet                       |                                     |                                          |                                     |
| Outputs to other government agencies     | <b>73,855</b>                       | 72,617                                   | 68,407                              |
| Fees and charges                         | <b>1,394</b>                        | 1,749                                    | 1,686                               |
| General sales                            | <b>98</b>                           | 12<br>118                                | 10<br>113                           |
| Rentals                                  |                                     |                                          |                                     |
| Other                                    | <b>16</b>                           | 32                                       | 42                                  |
| <b>Total sales of goods and services</b> | <b>73,363</b>                       | <b>74,528</b>                            | <b>70,258</b>                       |

**FEES AND CHARGES**

| <b>GL Code</b> | <b>Fees and Charges</b>        | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------|--------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| 42015          | Examination Fees               | 110                                 | 100                                      | 186                                 |
| 42043          | External Training              | 25                                  | 25                                       | 10                                  |
| 42031          | Pension Plan Registration Fees | 998                                 | 953                                      | 1,046                               |
| 42034          | Public Library Fees            | 13                                  | 14                                       | 13                                  |
| 42002          | School Fees                    | 242                                 | 405                                      | 424                                 |
| 42625          | Transcript Fees                | 7                                   | 6                                        | 7                                   |
|                | <b>Fees &amp; Charges</b>      | <b>1,395</b>                        | <b>1,503</b>                             | <b>1,686</b>                        |

| <b>GL Code</b> | <b>Rentals</b>           | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------|--------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| 42303          | Rental - School Canteens | 98                                  | 81                                       | 100                                 |
|                | <b>Total Rentals</b>     | <b>98</b>                           | <b>81</b>                                | <b>100</b>                          |

**Other Goods & Services Revenue****Goods & Services Revenue**

| <b>GL Code</b> | <b>Other Goods &amp; Services Revenue<br/>Goods &amp; Services Revenue</b> | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------|----------------------------------------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| 42404          | Miscellaneous Receipts                                                     | 16                                  | 10                                       | 10                                  |
|                | <b>Total Miscellaneous Receipts</b>                                        | <b>16</b>                           | <b>10</b>                                | <b>10</b>                           |

### Sales of Outputs to Cabinets

|                                          | 2013/14<br>Budget<br>\$000 | 2012/13<br>Budget<br>\$000 | 2011/12<br>Est. Actual<br>\$000 |
|------------------------------------------|----------------------------|----------------------------|---------------------------------|
| Sales of Outputs to Cabinets             | 73,855                     | 75,874                     | 68,407                          |
| <b>Total Sales of Outputs to Cabinet</b> | <b>73,855</b>              | <b>75,874</b>              | <b>68,407</b>                   |

### Other Interdepartmental Revenue

Financial Attest Services

Revenue from Ministries/Portfolios & Public Authorities

### Total Other Interdepartmental Revenue

|                                 |               |               |               |
|---------------------------------|---------------|---------------|---------------|
| <b>Total Goods and Services</b> | <b>73,855</b> | <b>75,874</b> | <b>68,407</b> |
|---------------------------------|---------------|---------------|---------------|



**NOTE 9b. REVENUE CONCESSIONS**

| <b>Revenue Type</b>                             | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| (e.g. Examination fees; construction materials) |                                     |                                          |                                     |

**Total concessions****NOTE 10. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Interest on deposits held with cabinet |                                     |                                          |                                     |
| Interest on cash balances              |                                     | 6                                        | 3                                   |
| Royalties                              |                                     |                                          |                                     |
| Other                                  |                                     |                                          |                                     |
| <b>Total Investment revenue</b>        |                                     | <b>6</b>                                 | <b>3</b>                            |

**NOTE 11. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Maples & Calder        |                                     | 189                                      | 0                                   |
| <b>Total donations</b> |                                     | <b>189</b>                               | <b>0</b>                            |

**NOTE 12. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Salaries, wages and allowances | 40,121                              | 39,388                                   | 40,112                              |
| Health care                    | 7,484                               | 6,926                                    | 6,191                               |
| Pension                        | 2,265                               | 2,138                                    | 2,144                               |
| Leave                          | 0                                   | (163)                                    | 44                                  |
| Other personnel related costs  | 335                                 | 242                                      | 382                                 |
| <b>Total Personnel Costs</b>   | <b>50,205</b>                       | <b>48,532</b>                            | <b>48,873</b>                       |

**NOTE 13. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|---------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Supplies and Materials                | 1,157                               |                                          |                                     |
| Purchase of services                  | 8,499                               | 891                                      | 863                                 |
| Lease of property and equipment       | 284                                 | 7,243                                    | 6,397                               |
| Utilities                             | 4,625                               | 324                                      | 381                                 |
| General Insurance                     | 2,447                               | 4,558                                    | 3,979                               |
| Interdepartmental expenses            | 345                                 | 2,678                                    | 1,596                               |
| Travel and Subsistence                | 101                                 | 125                                      | 125                                 |
| Recruitment and Training              | 247                                 | 62                                       | 188                                 |
| Other                                 | 247                                 | 151                                      | 199                                 |
|                                       | 656                                 | 609                                      | 1,147                               |
| <b>Total Supplies and Consumables</b> | <b>18,361</b>                       | <b>16,640</b>                            | <b>14,876</b>                       |

**NOTE 14. FINANCE COSTS**

|                           | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|---------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Interest on overdraft     |                                     |                                          |                                     |
| Other                     |                                     |                                          |                                     |
| <b>Total Finance cost</b> |                                     |                                          |                                     |

**NOTE 15. LITIGATION COSTS**

The Attorney General's Office provides litigation services to Ministry of Education, Employment and Gender Affairs . However during the year ended 30 June 13 the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$XX in [Current Year] and \$XX in [Prior Year].

| <b>Litigation Costs</b>                   | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Services Rendered for New Schools Project |                                     | 739                                      | 1,000                               |
| <b>Total Litigation cost</b>              | <b>0</b>                            | <b>739</b>                               | <b>1,000</b>                        |

**NOTE 16. GAINS / (LOSSES)**

|                                                       | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Net (gain) / loss on Derecognition of Asset/Liability |                                     | (1)                                      | (382)                               |
| Net (gain) / loss on foreign exchange Transactions    |                                     | 13                                       | (6)                                 |
| <b>Total gains / (losses)</b>                         | <b>0</b>                            | <b>12</b>                                | <b>(388)</b>                        |

During the period the [Ministry/Portfolio] disposed of [type of property, plant, equipment] that was [state purpose]. The net gain on [type of property, plant, equipment] disposals was \$XX [2008/09; \$XX]. Approval was obtained to dispose of these assets.

**NOTE 17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | <b>2012/13<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est Actual<br/>\$000</b> | <b>2011/12<br/>Est. Actual<br/>\$000</b> |
|--------------------------------------------------------------|-------------------------------------|-----------------------------------------|------------------------------------------|
| Surplus/(deficit) from ordinary activities                   | 0                                   | 1,998                                   | 367                                      |
| <b>Non-cash movements</b>                                    |                                     |                                         |                                          |
| Depreciation expense                                         | 6,797                               | 6,733                                   | 5,523                                    |
| Impairment                                                   |                                     |                                         |                                          |
| (Gain)/losses on sale of property plant and equipment        |                                     | (1)                                     | 1                                        |
| Foreign exchange gains/(losses)                              |                                     |                                         |                                          |
| <b>Changes in current assets and liabilities</b>             |                                     |                                         |                                          |
| (Increase)/decrease in other current assets                  |                                     |                                         |                                          |
| (Increase)/decrease in receivables                           |                                     |                                         |                                          |
| (Increase)/decrease in receivables - Cabinet                 |                                     | 42                                      | 650                                      |
| (Increase)/decrease in inventories                           |                                     |                                         |                                          |
| (Increase)/decrease in payables                              |                                     | (1,708)                                 |                                          |
| (Increase)/decrease in provisions relating to employee costs |                                     |                                         |                                          |
| <b>Net cash flows from operating activities</b>              | <b>6,797</b>                        | <b>7,064</b>                            | <b>6,541</b>                             |

## NOTE 18. CONTINGENT LIABILITIES AND ASSETS

|                                                                                       | Beginning<br>Balance | Additions | Disbursements | Adjustments | 2013/14<br>Budget |
|---------------------------------------------------------------------------------------|----------------------|-----------|---------------|-------------|-------------------|
| <b>Guarantees</b>                                                                     |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Quantifiable Guarantees</b>                                                  |                      |           |               |             |                   |
| <b>Legal Proceedings and Disputes</b>                                                 |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Legal Proceedings and Disputes</b>                                           |                      |           |               |             |                   |
| <b>Other Contingent Liabilities</b>                                                   |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Liabilities</b>                                             |                      |           |               |             |                   |
| <b>Total contingent liabilities</b>                                                   |                      |           |               |             |                   |
| <b>Contingent Assets</b>                                                              |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Assets</b>                                                  |                      |           |               |             |                   |

**NOTE 19: COMMITMENTS**

| Type                                                           | One<br>year or<br>less | One to<br>five<br>Years | Over<br>five<br>Years | Total            |
|----------------------------------------------------------------|------------------------|-------------------------|-----------------------|------------------|
| <b>Capital Commitments</b>                                     |                        |                         |                       |                  |
| Property, plant and equipment                                  | 1,307,961              |                         |                       | 1,307,961        |
| Other fixed assets                                             | 1,592,039              |                         |                       | 1,592,039        |
| Other commitments (list separately if material)                |                        |                         |                       | 0                |
| <b>Total Capital Commitments</b>                               | <b>2,900,000</b>       | <b>0</b>                | <b>0</b>              | <b>2,900,000</b> |
| <b>Operating Commitments</b>                                   |                        |                         |                       |                  |
| Non-cancellable accommodation leases                           |                        |                         |                       | 0                |
| Other non-cancellable leases                                   |                        |                         |                       | 0                |
| Non-cancellable contracts for the supply of goods and services |                        |                         |                       | 0                |
| Other operating commitments                                    |                        |                         |                       | 0                |
| <b>Total Operating Commitments</b>                             | <b>0</b>               | <b>0</b>                | <b>0</b>              | <b>0</b>         |

**NOTE 21. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The Ministry of Education, Employment & Genders Affairs is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry of Education, Employment & Genders Affairs and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

| Description                                     | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Salaries and other short-term employee benefits | 806                        | 806                             | 625                        |
| Past employee benefits                          |                            |                                 |                            |
| Other long-term benefits                        |                            |                                 |                            |
| Termination benefits                            |                            |                                 |                            |
| Loans                                           |                            |                                 |                            |
| <b>Total</b>                                    | <b>806</b>                 | <b>806</b>                      | <b>625</b>                 |

The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

| Loan Recipient | Relationship to key management personnel | Amount Advanced | Amount Repaid | Balance | Terms and conditions of Loan |
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|

*[If no loans were granted to key management personnel or their close relatives during the financial year then make statement to this effect].*

[THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The [Ministry/Portfolio] is party to financial instrument arrangements as part of its everyday operations.

These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

#### Credit risk

In the normal course of its business the [Ministry/Portfolio] is subject to credit risk from debtors other than the Cabinet. The [Ministry/Portfolio] does not have significant concentrations of credit risk for its other financial instruments.

#### Currency and interest rate risk

The [Ministry/Portfolio] has no significant exposure to currency exchange loss risk and interest rate risk.

#### Liquidity risk

In meeting its liquidity requirements, the [Ministry/Portfolio] closely monitors its Actual cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The [Ministry/Portfolio] maintains a target level of available cash to meet liquidity requirements.

All of the [Ministry/Portfolio] financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# ANNUAL BUDGET STATEMENT

## MINISTRY OF HEALTH, SPORTS, YOUTH AND CULTURE

FOR THE FINANCIAL YEAR

ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**



## STATEMENT OF THE MINISTER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the Draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Honourable Osbourne Bodden**  
**Minister**

Ministry of Health, Sports, Youth and Culture

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Ms. Jennifer Ahearn, JP**  
**Chief Officer**

Ministry of Health, Sports, Youth and Culture

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## **1. NATURE AND SCOPE OF ACTIVITIES**

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### **GENERAL NATURE OF ACTIVITIES**

The Ministry of Health, Sports, Youth and Culture is responsible for a wide range of services critical to the well-being of the people of the Cayman Islands. The Ministry will ensure a healthy population through the development and implementation of strategic policies and legislation; it will ensure sustainable use of natural resources and the environment, as well as the development of the youth through innovative programmes.

The departments/units under the Ministry of Health, Sports, Youth and Culture include: Environment Health, Youth, Sports, Cadet Corps and the Health Regulatory Services.

#### **Department of Environment Health**

The Department of Environment works Health is responsible for a wide range of services that promote a healthy population and a clean safe environment for both visitors and residents alike.

#### **Sports**

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

#### **Cadet Corps**

The Cadet Corps' main activity is to provide discipline and to develop leadership skills through the use of a military structure. The cadets will learn about field craft, map and compass, the Cayman Island's civics and history. The Cadets will also participate in community service activities and water sports activities. They will learn how to conduct and manage themselves in everyday life.

#### **Youth**

Empowerment of our youth through education such that their leadership skills, sense of national pride and civic responsibility are developed and they are able to achieve their full potential and become productive citizens.

#### **Health Regulatory Services**

The Health Regulatory Services will ensure that the provision of health insurance in the Cayman Islands is well regulated and that greater assistance is provided to the public in resolving complaints.

Through the Health Practice Commission, the Health Regulatory Services will provide supervision of the four Health Practice Councils, Policy Advice to the Ministry of Health, Sports, Youth and Culture and regulate healthcare facilities

#### **Mosquito Research & Control Unit**

To suppress mosquito populations so as to minimise discomfort from mosquito biting and protect residents and visitors from mosquito-borne diseases, and thereby to enhance the quality of life for people in the community and promote the economy of the Cayman Islands.

## SCOPE OF ACTIVITIES

### Department of Environment Health

The scope of the Department's activities is as follows:

#### Solid Waste Section Functions

- Solid Waste Education and Awareness - provide appropriate solid waste and recycling information and training to the public.
- Solid Waste Collection and Litter Control – performed twice weekly from all residential units and performed as per contractual obligation to all commercial, institutional, and industrial customers. Litter Collection – performed on all main streets
- Collection of Recyclable Material – from large generators of office paper and lead acid batteries, and from all public depots for aluminum cans.
- Waste Reduction / Recycling – processing of all collected recyclables and dropped off materials to produce and market baled office paper, baled aluminum cans, palletized lead acid batteries, and bulked waste oil.
- Waste Disposal – provide waste disposal facilities and appropriate operational strategies to ensure waste is safely deposited and adequately compacted.

#### Environmental Health Section Functions:

- Environmental Health Education and Awareness – provide appropriate public education on Environmental Health topics.
- Environmental Health Monitoring Services;
  - Conduct random and planned inspections of commercial premises requiring licenses by DEH or other affiliated government departments and Boards.
  - Monitoring of potentially hazardous sites and conducting some general health and safety inspections.
  - Inspection of premises for compliance to DEH standards such as gyms, salons, laundries etc. Provision of hygiene and safety training course for barbers and salons.
  - Provide inspections and follow-up of substantiated nuisances reported to DEH or observed during field inspections. Issuance of warning letters and abatement notices for compliance.
  - Provide inspection and monitoring service to public facilities such as pools and spas, cemeteries, parks, retirement homes and schools.
  - Housing Accommodations services – inspection and reporting on low income or socially deprived facilities and monitoring substandard facilities.
- Rodent Control – provision of surveillance and baiting service for infestation or preventative measures to government buildings, residential properties and some commercial premises; also manage de-ratting certifications.
- Meat and Other Food Safety and Hygiene – management of food premises, surveillance of food recalls and imported (frozen and chilled) foods, inspection of locally slaughtered animals, food-borne investigation and food safety training.
- Environmental Health Laboratory – provision of laboratory support for department's regulatory role. Conduct analysis and produce reports on drinking water, recreational water, waste oil, hazardous substances, government's institutions and sewage, as necessary.

- Environmental Engineering and Development Control – provide reviews, inspections and monitoring of plans submitted to the DEH by Planning Department and customers. Issue recommendations for certificate of occupancy and provide advice to customers.
- Cemetery Management – provide vault sales and long term planning for vault construction, cemetery expansion, acquisition, and development.
- Hazardous Waste and Emergency Response – provision of trained Hazmat personnel to assist in cleaning up or identification of a hazardous substance or incident.
- Services to Support the Ministry – provision of sound technical advice; review, research and produce reports on relevant matters; serve on Boards, Committees and generate quarterly and annual departmental reports.

### **Sports**

The Department's scope of activities is intrinsically related to the needs of the community, sport associations, clubs, schools and youth organizations. The scope of activities includes and is not limited to: local and international games and events, training and development programmes, recreational and community events.

### **Cadet Corps**

- Drill Training
- Civic and citizenship programmes
- Music and Band training
- Social Behavioural Adjustment programme
- Community Service
- BTEC Diploma in Public Service and Music
- Marine Training
- Disaster Mitigation - Provide personnel for National Emergency Operation Centre (NEOC)

### **Youth**

Monitoring youth service providers to ensure vibrant youth programmes are run in each district and the management of mechanisms called for in the Youth Policy (such as the Youth Assembly) which empowers youth to be meaningfully involved in decision making forums. The Unit also collaborates with other services providers to ensure that young citizens access all services provided for the general populace; to act as secretariat to the national Youth Commission.

### **Health Regulatory Services**

The department's scope of business includes advising the Minister on any matter relating to health insurance & health practice, including advice on amendments to the Health Insurance Law, Health Practice Law and Regulations. The department investigates and resolves complaints and provides advice on fees to be paid by "Approved Insurers" to healthcare providers for healthcare benefits provided to compulsorily insured persons. It also has responsibility for the monitoring, assessment and regulation of premium rates charged by "Approved Insurers" for the Standard Health Insurance Contract, the collection of the Segregated Insurance Fund payments, the monitoring of the number of insured persons and the provision of a public education programme on the relevant legislations and functions of the department

Through the Health Practice Commission the department will do the following:

- Register and Licensing of health care practitioners within their respective councils
- Inspection and certification of health care facilities for operation

- Collaborate with international and regional agencies to ensure that standards of professional practice are maintained by all licensed practitioners

#### **Mosquito Research & Control Unit**

To conduct a range of mosquito control operations designed to prevent the hatching of mosquito eggs into aquatic stages, impede the emergence of adult mosquitoes from larval forms and to reduce the numbers of biting mosquitoes.

To minimize the introduction of exotic disease-vector mosquitoes in to the Cayman Islands, and prevent local outbreaks of mosquito-transmitted diseases

To employ a variety of non-chemical and chemical control techniques, and to maintain an active and innovative research program, to ensure that mosquito control in the Cayman Islands keeps up-to-date with scientific advances and current with the highest professional standards.

## **CUSTOMERS AND LOCATION OF ACTIVITIES**

Customers of the Ministry of Health, Sports, Youth and Culture include members of the public, members of Cabinet, members of the Legislative Assembly and public servants, private and public sector entities, health practitioners, health service providers, sports and youth organisations.

The Ministry of Health, Sports, Youth and Culture delivers services throughout the Cayman Islands.

## 2. STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the Ministry of Finance and Economic Development for the 2013/14 and the subsequent two years are as follows:

The key strategic ownership goals for the *Ministry of Health, Sports, Youth & Culture* in 2013/14 and the subsequent two years are as follows:

The *Ministry of Health, Sports, Youth and Culture* is committed to ensuring quality health care for the people of the Cayman Islands and will continue to embrace its guiding principle: **“improved health and well-being for all”**. The key strategic ownership goals for the *Ministry* in 2013/14 and the subsequent two years are as follows:

### Department of Environment Health

- Ensure that financial reporting and monitoring systems are developed to assist the organization in providing greater value for money with a cost containment focus
- Establishment of relevant training programs and succession plans for the advancement of Caymanians within the Department;
- Encouragement of a performance based organization that appreciates and rewards exceptional work;
- 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;
  - Enhance provision of value added services for the department’s internal and external customers;
  - Upgrade the existing departmental fleet of vehicles and equipment to improve service and meet contractual obligations;
  - 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.
  - Expand 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.
  - Reorganize and improve the solid waste management operations in Grand Cayman, Cayman Brac and Little Cayman to improve efficiency and reduce risks;
  - Develop environmental health engineering fact sheets and provide updated guidelines for swimming pools and other areas of development;
  - Complete the design and functionality of the department’s website to enable it to ‘be live’ with relevant information and data for public access;
  - Continue to upgrade the department’s laboratory and information system to enable it become certified to international standards.



## **Department of Sports**

The Department of Sports ownership performance is strongly connected to the various Sporting Associations, Clubs, Non Profit Organizations, Schools, Community and Church sporting activities. Each one of these agencies that are mentioned works as a tightly knit chain where development and performance of all participants are paramount.

The Department uses three methods to achieve development and performance in the Grand Cayman which are: Social/ Recreational/ Community Sporting Activities, National Program and assisting the Public and Private Schools with Sport.

The Departments of Sports Goals are as follows:

### **Community**

- To teach fundamentals of sports and sport specific skills to children/adults involved in our programmes; giving them a proper foundation to develop as athletes to participate in local leagues/events.
- To build character and positively engage the children involved in our programmes to reduce their chances of getting involved in negative activities
  - To help develop motor skills and increase physical activity in children and adults to reduce the risks of cardiovascular diseases and produce a healthier society; a healthier society will reduce the demands on our health care system and provide more productive citizens.
- To increase community cohesion by creating an environment for positive interaction and character building

### **School Sessions**

- To help increase the number of children that are taught fundamentals of sports and sport specific skills in addition to community programmes.
- To assist schools in delivering their sports curriculum.
- To help develop relationships with students and encourage them to get involved with after-school/community sports programmes

### **National Programmes**

- To enhance and develop sport specific skills of talented athletes; this enables them to compete at regional and international events, gain more recognition, exposure and recruitment opportunities.
- To provide assistance to the National Sporting Associations through Coaches
- To help build national pride through participation at regional and national events

### **Workshops**

- To increase the quality of volunteer coaches and officials throughout the island to augment sports programmes
- To provide the opportunity for potential volunteers to become qualified officials/coaches/administrators; enabling them to positively contribute to the society through supporting sports organizations.

The Department has an array of strategies to achieve its goal's which are as follows:

- Organize workshops and seminars to update and qualify individuals in a specific sport who have an interest in conducting sports programs within the community.
- Assist the public and private schools in organizing their sport/physical education programs

and coaching of students.

- Assist in organizing various tournaments to acquire student and athlete participation.
- Assist in organizing leagues which cater to high performance athletes and events for recreational purposes.
- To provide maintenance to all Government owned sporting facilities which are managed and operated by the Department.

#### **Cadet Corps**

- Recruit cadets and maintain at least 75% attendance of at least 70 cadets
- To establish and maintain a standard of cadetting that is comparable internationally
- Develop leadership skills in cadets
- To ensure that cadetting is enjoyable
- To ensure that Cadets in the Cayman Islands are always well equipped
- To provide knowledge that will foster individual development
- To enhance community and citizenship awareness
- To ensure that our cadets have 75% pass rate in the BTEC Diploma in Public Service
- To create frameworks for learning, training and improving employment qualifications
- To develop employment skills, training programmes that meet market needs

#### **Youth Services Unit**

Empowerment of youth by promoting the professionalism of youth development workers, directors, leaders such to increase the capacity of the various churches, uniform and community groups who receive funding from the Ministry:

- Promoting 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.
- To report quarterly, providing data which will allow the Youth Services Unit to monitor the progress of the programme, gather and collate agreed data which will indicate the impact of funds invested in the programme.
- Provide youth access to a number of media (radio show, newsletter, annual youth forum, Youth Assembly membership, travel to CARICOM Youth Ambassador Workshops, and Commonwealth Youth Programme (CYP) conferences, summer camps, leadership workshop, etc.) which offer opportunities to develop leadership abilities.
- Providing 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.

### **Health Regulatory Services**

- To maintain a public education campaign on health insurance in the Cayman Islands
- To resolve disputed complaints and queries arising from the provision of health insurance
- To carry out the regulatory functions of the Health Insurance Commission as prescribed under the law and regulations
- To effectively collect the Segregated Insurance Fund payment and monitor the number of insured persons in the Cayman Islands
- Expansion of the facility registration process to include inspections
- Ensure public access to information regarding all registered healthcare practitioners
- Development of new and strengthening of present links with international counterparts

### **Mosquito Research & Control Unit**

- To significantly improve mosquito control methods through the adoption of a pre-emptive approach to mosquito control through an ambitious expansion of aerial larviciding, both in terms of location and frequency, thereby preventing mosquito emergence, decreasing the risk of insecticide resistance, and reducing the need for conventional spraying.
- To improve the efficiency and effectiveness of MRCU through a restructuring of the organisation.
- To improve the productivity and effectiveness of the Department's research programme through the expansion and development of the Science Group, enabling the development of a vibrant scientific research programme.
- Improve the present *Insecticide Resistance Management Strategy* by utilizing new laboratory techniques to study insecticide resistance, and improve the early-warning nature of the programme.
- 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.
- Research and develop control methods targeting Grassland Mosquitoes.
- Develop and implement a public education programme to enhance the effectiveness of the Department'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.
- Continue to improve application efficiency by applied research in the area of spray droplet dynamics.

### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Ministry of Finance and Economic Development for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 17,968,000              | 16,050,000              |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies | 71,000                  | 46,000                  |
| Revenue from others                                                                 | 3,534,000               | 3,833,000               |
| Surplus/deficit from outputs                                                        |                         |                         |
| Ownership expenses                                                                  | 21,434,000              | 20,269,000              |
| <b>Operating Surplus/Deficit</b>                                                    | <b>138,990</b>          | <b>(339,000)</b>        |
|                                                                                     |                         |                         |
| Net Worth                                                                           | 32,804,000              | 26,258,000              |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | (1,133,489)             |                         |
| Cash flows from investing activities                                                | (1,840,000)             |                         |
| Cash flows from financing activities                                                | 2,973,489               |                         |
| Change in cash balances                                                             | (1,982,764)             |                         |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) |                        |                        |
| Total Assets: Total Liabilities                       |                        |                        |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                                                                                                         |  | 2013/14<br>Budget | 2012/13<br>Actual |
|------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                                                                                                      |  |                   |                   |
| Staff turnover (%)<br>Managers<br>Professional and technical staff<br>Clerical and labourer staff                                              |  |                   |                   |
| Average length of service (number of years in current position)<br>Managers<br>Professional and technical staff<br>Clerical and labourer staff |  |                   |                   |
| Changes to personnel management system:                                                                                                        |  |                   |                   |

| Physical Capital Measures                          | 2013/14<br>Budget | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| Value of total assets                              | \$                | \$                |
| Asset replacements: total assets                   | %                 | %                 |
| Book value of assets: initial cost of those assets | %                 | %                 |
| Depreciation: cash flow on asset purchases         | %                 | %                 |
| Changes to asset management policies               |                   |                   |

| <b>Major <u>New</u> Entity Capital Expenditures for the Year</b>                | <b>2013/14<br/>Budget<br/>\$</b> |
|---------------------------------------------------------------------------------|----------------------------------|
| 2013 Ford F150 Regular Cab XL basic 7ft Bed Truck 3.7L Gas, Auto                | 32,879                           |
| 2013 Ford F150 Super Crew XL basic work truck 3.7L Gas, Auto                    | 38,632                           |
| E150 Econoline Panel Van 4.6L Gas Auto                                          | 34,672                           |
| Netball Courts - TBSC                                                           | 20,973                           |
| Infrastructure - Improvement to Football Fields                                 | 3,400,000                        |
| 2 Replacement Vehicles                                                          | 60,000                           |
| 2 Ice Making Machines                                                           | 9,000                            |
| Repairs to Emergency Generator                                                  | 15,000                           |
| Low Temp Freezer                                                                | 10,000                           |
| Culverts (4)                                                                    | 18,000                           |
| Oxitec Project (GM Mosquito Release for Dengue Control)                         | 280,000                          |
| Washer/Dryer                                                                    | 1,500                            |
| Waste Management System                                                         | 900,000                          |
| 2 Vehicles for EHO's & EHA's / 2 4x\$ Small Trucks/SUV                          | 70,000                           |
| Microbiology Incubators (Food and Recreational, drinking and Surface Water)     | 12,000                           |
| Hach HQ 440b BPD Meter and accessories (waste water testing)                    | 3,500                            |
| IDEXX Quanti-Tray (w Sealer and accessories)                                    | 6,000                            |
| TSI IAQ-Calc Meter (back up replacement and replacement pumps for air sampling) | 5,000                            |
| 2 Rear Loader (Garbage Truck – Solid waste)                                     | 340,000                          |
| 2 Front Loader (Garbage Truck – Solid waste)                                    | 352,500                          |
| 2 Roll-on Roll Off                                                              | 246,750                          |
| 1 Mulcher (Brush Chipper) – CYB/ Sister Islands                                 | 50,000                           |
| 4 Compactor Containers (electronic commercial bins)                             | 60,000                           |
| 20 Commercial Containers                                                        | 30,000                           |
| 8 Radios (Solid Waste)                                                          | 10,000                           |
| Computer – Monitor                                                              | 650                              |
| Computer – Hard Drive                                                           | 390                              |
| Computer - Laptop                                                               | 2,400                            |
| Equipment – Printer/Fax/Scanner (all –in- one)                                  | 500                              |
| Projector                                                                       | 1,600                            |
|                                                                                 |                                  |

| <b>MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED BUT NOT COMPLETED IN PREVIOUS YEARS</b> | <b>ANTICIPATED PROJECT STATUS AS AT 1st JULY 2013</b> |
|------------------------------------------------------------------------------------------|-------------------------------------------------------|
|                                                                                          |                                                       |
|                                                                                          |                                                       |
|                                                                                          |                                                       |

## RISK MANAGEMENT

| Key risks faced by the Portfolio                                                     | Change in status from 2012/13                                                                                                      | Actions to manage risk                                                                                                                                                                                                | Financial value of risk |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
|                                                                                      |                                                                                                                                    |                                                                                                                                                                                                                       |                         |
| Volunteer turnover due to the rollover policy                                        | No change                                                                                                                          | Promote recruitment of Caymanians/Permanent Residents                                                                                                                                                                 | Undetermined            |
| Volunteers to the Cadet Corps may quit the Corps                                     | No change                                                                                                                          | Improved volunteer training                                                                                                                                                                                           | Undetermined            |
| Loss of Uniforms due to Cadets dropping out                                          | Not applicable                                                                                                                     | . Collect a down payment for uniforms<br>. Take back uniform if a Cadet drops out<br>. Observe attendance before issuing uniform                                                                                      | \$300.00 per child      |
| Conflict between the Public Service Management Law 2006 and the Cadet Corps Law 2003 | No change                                                                                                                          | Review the Cadet Corps law and the PSML to eliminate or alleviate the anomalies                                                                                                                                       | Undetermined            |
| Reduction in services provide to young people                                        | A new staff member was employed for Cayman Brac; however stability for available supervision is needed. There's no Dep. Commandant | Identify and recruit personnel with the required technical knowledge and retain staff with experience and technical competency. Alternatively make provision for a stipend to attract technical competent volunteers. | Undetermined            |
| Insufficient Maintenance Staff                                                       |                                                                                                                                    |                                                                                                                                                                                                                       | \$50,000                |
| Closure of Approved Insurer(s)                                                       | Number of Approved Insurers reduced                                                                                                | Work with other approved insurers to ensure adequate health insurance coverage is provided                                                                                                                            |                         |
| Turnover of Staff                                                                    | Reduction of staff                                                                                                                 | Reassign duties of existing staff                                                                                                                                                                                     |                         |
| Lack of good working relationship of Board and Councils                              | N/A                                                                                                                                | Clarity of roles, responsibilities and good communication                                                                                                                                                             |                         |
| Inadequate Funding                                                                   | N/A                                                                                                                                | Possibly cut services & staff                                                                                                                                                                                         |                         |
| Loss of key Personnel                                                                | MRCU now has a Chief HR Manager to assist in staffing issues/retention                                                             | Cross-training of staff to avoid loss of time if someone left employment.<br>Counselling and Training                                                                                                                 | Unquantifiable          |

|                                                                                                                           |                    |                                                                                                                                                                         |                                                                     |
|---------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Loss of staff that are on fixed-term contract                                                                             | Significant change | Encourage and support staff to further their education by attending Civil Service College, UCCI or other recognized institutions in order to improve their capabilities | Unquantifiable                                                      |
| Loss of fixed/capital assets, due to natural disasters                                                                    | No change          | Insurance coverage under Risk Management Implementing disaster preparedness procedures                                                                                  | Unquantifiable                                                      |
| Lack of qualified/skilled persons within the local labour force to fill key positions within the Ministry and Departments | No change          | Attempts to cross train and further develop incumbent staff. Ministry and/or Department(s) may have to look to the foreign labour market for certain suitable staff     | Unquantifiable                                                      |
| Work related injuries to persons                                                                                          | No change          | Training and implementation of safety standards for heavy equipment machinery and workforce personnel                                                                   | Unquantifiable                                                      |
| Control failure due to insecticide resistance.                                                                            | No change          | Monitor mosquito population for development of resistance.                                                                                                              | Loss through insecticide wastage, up to \$1,250,000                 |
| Loss of MRCU Pilot                                                                                                        | No change          | Employ two pilots or make arrangements for locum pilot                                                                                                                  | Costs of hiring locum pilot, approx. \$90,000 per year              |
| Failure of Aircraft Engine or Airframe                                                                                    | No change          | Regular aircraft maintenance and periodic overhaul.                                                                                                                     | Up to \$1,200,000 per aircraft                                      |
| Damage to buildings by natural disasters, fire, flooding, natural deterioration and burglary or vandalism                 | No change          | Maintain older buildings as funding permits. Keep security systems operational and                                                                                      | Undefined loss of business and revenue and/or increased expenditure |
| Work related injuries to persons                                                                                          |                    | Introduction, training and implementation of safety standards for heavy equipment machinery and workforce personnel.                                                    |                                                                     |



|                                                                                                   |  |                                                                                                                                                                                                                           |  |
|---------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Public liability due to the nature of activities of the Department of Environmental Health,       |  | Adequate insurance coverage<br>Implement driver-training courses.<br>Disciplinary action for staff not demonstrating due care.<br>Appropriate training in operation of vehicle or equipment to reduce Operational misuse. |  |
| Required reporting from EVMAS<br>Garbage fee system or IRIS and associated data                   |  | Continued implementation of required audit recommendations to improve reporting capabilities of DEH Garbage fee system                                                                                                    |  |
| Natural Disaster leading to loss of assets or curtailed operations                                |  |                                                                                                                                                                                                                           |  |
| Insufficient funding to complete Capital Development requirements.                                |  |                                                                                                                                                                                                                           |  |
| Inappropriate or untimely repair and maintenance on the vehicles and equipment due to aging fleet |  |                                                                                                                                                                                                                           |  |
| Lack and loss of Trained Staff                                                                    |  | Formulation of a succession plan for key staff, including understudy programmes<br>• Use of acting appointments to ensure staff are exposed to different roles.                                                           |  |
|                                                                                                   |  |                                                                                                                                                                                                                           |  |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| <b>EQUITY MOVEMENT</b>                                                                           | <b>2013/14<br/>BUDGET<br/>\$ 000's</b> | <b>2012/13<br/>Actual<br/>\$ 000's</b> |
|--------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|
| EQUITY INVESTMENT FROM CABINET INTO THE MINISTRY OF<br>HEALTH, SPORTS, YOUTH AND CULTURE         |                                        |                                        |
| CAPITAL (EQUITY) WITHDRAWAL BY CABINET FROM THE MINISTRY<br>OF HEALTH, SPORTS, YOUTH AND CULTURE |                                        |                                        |

## **PART B**

# **OUTPUT PERFORMANCE**

## 5. OUTUTS TO BE DELIVERED

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                     |                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------|
| <b>MHE 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Administrative Services for the Minister</b>     | <b>\$ 761,918</b>                  |
| <b>Description</b><br>The provision of administrative services for the Minister and Cabinet including: <ul style="list-style-type: none"> <li>• Production of cabinet papers and notes</li> <li>• Production of speeches and statements required by the Minister</li> <li>• Production of answers to parliamentary questions</li> <li>• Replies to correspondence</li> <li>• Initiate and research information for press releases and Public Service announcements</li> </ul>                                                                               |                                                     |                                    |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>2013/14<br/>Budget</b>                           | <b>2012/13<br/>Actual</b>          |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of hours of administrative services</li> <li>• Number of cabinet papers and notes produced</li> <li>• Number of speeches, statements and any other information requested by the minister</li> <li>• Number of responses to parliamentary questions</li> <li>• Number of press releases and Public Service announcements</li> <li>• Number of statements for press briefings</li> </ul>                                                                                                      | 5,250-5,750<br>30-40<br>30-40<br>1-2<br>5-10<br>2-3 | 4,982<br>72<br>49<br>0<br>29<br>18 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• All information subject to internal peer review</li> <li>• Cabinet papers and notes are accurate and meet Cabinet guidelines</li> <li>• Accurate, easily understood and appropriate: <ul style="list-style-type: none"> <li>○ Speeches and statements</li> <li>○ Responses to parliamentary questions</li> <li>○ Correspondence</li> <li>○ Press releases</li> <li>○ Public service announcements</li> </ul> </li> <li>• Delivery of clear, appropriate and timely information for media</li> </ul> | 100%<br>100%<br>100%<br><br>100%                    | 100%<br>100%<br>100%<br><br>100%   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Cabinet papers and notes submitted to Cabinet Office by Wednesday to be placed on the agenda of the following week</li> <li>• Speeches and statements finalised no later than two days prior to due date</li> <li>• Responses to parliamentary questions submitted to minister within ten working days of receipt</li> <li>• Replies to correspondence marked “urgent” completed within three working days of receipt. Routine replies to correspondence completed within seven working days</li> <li>• Press releases and Public Service announcements to be initiated and background information dispatched to GIS no later than three working days after request is received</li> <li>• Press briefings and other briefing notes are prepared within time period stipulated by Honourable Minister/Chief Officer</li> </ul> | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%             | 100%             |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>\$761,918</b> | <b>\$669,279</b> |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                  |                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                   |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------|
| <b>MHE 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Development of Legislation</b> | <b>\$381,697</b>          |
| <b>Description</b><br>Provision of original and revised drafting instructions for revision or creation of the following laws: <ul style="list-style-type: none"> <li>• Health Practice Law and Regulations</li> <li>• Health Insurance Law and Regulations</li> <li>• Pharmacy Law and Regulations</li> <li>• Mental Health Law and Regulations</li> <li>• National Conservation Law (Regulations)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                   |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of drafting instructions or commentary prepared</li> <li>• Number of bills sent to Cabinet for approval</li> <li>• Number of bills sent to the Legislative Assembly for approval</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Research and review current information to inform process of recommending revision to Laws</li> <li>• Provide clear, accurate and relevant drafting instructions and comments for the above Bills</li> <li>• Drafting instructions subject to peer review and signed off by the Chief Officer</li> <li>• Legislative Counsel rate instructions and comments as clear and relevant</li> </ul> <b>Timeliness</b><br>Drafting instructions and commentary submitted to Legislative Counsel within timelines stipulated by the Honourable Minister<br><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>         | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 3-6                               | 21                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 3-6                               | 6                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1-3                               | 8                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                              | 100%                      |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                   |                           |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------|
| <b>MHE 3</b>                                                                                                                                                                                                                                                                                                                                             | <b>Policy Advice to the Minister</b> | <b>\$490,777</b>          |
| <b>Description</b><br>Conduct research and a review of services to provide policy advice to the Minister and Cabinet on the following: <ul style="list-style-type: none"> <li>• Health</li> <li>• Environment</li> <li>• Youth</li> <li>• Sports</li> <li>• Culture</li> </ul>                                                                           |                                      |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                          | <b>2013/14<br/>Budget</b>            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of hours of policy advice</li> </ul>                                                                                                                                                                                                                                                     | 3,000-3,500                          | 2,643                     |
| Policy papers on: <ul style="list-style-type: none"> <li>• Health</li> <li>• Health Insurance</li> <li>• Environment</li> <li>• National Youth Policy</li> <li>• Sports Policy</li> <li>• National Cultural Policy</li> <li>• Others (as required)</li> </ul>                                                                                            | 6-10                                 | 34                        |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Research and review relevant information prior to completing policy to ensure accuracy and clarity, relevance to stakeholders, and consistency with objectives</li> <li>• Drafting of policy statements subject to review of Deputy Chief Officer and signed off by the Chief Officer</li> </ul> | 100%                                 | 100%                      |
| <b>Timeliness</b><br>All policy papers will be completed within timelines stipulated by the Honourable Minister                                                                                                                                                                                                                                          | 100%                                 | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                        | 100%                                 | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                              | <b>\$490,777</b>                     | <b>\$395,498</b>          |
| <b>Related Broad Outcomes:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                        |                                      |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                  |                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <b>MHE 7</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Monitor the Performance of Statutory Authorities, Government Companies and Non-Governmental Organisations</b> | <b>\$273,036</b>                     |
| <b>Description</b><br>Monitor and review the delivery of outputs for: <ul style="list-style-type: none"> <li>Statutory Authorities (Health Services Authority, Cayman Islands National Insurance Company, National Drug Council, Cayman Islands National Museum, National Gallery and Cayman National Culture Foundation)</li> <li>Government-Owned Companies</li> <li>Youth, Sports and Cultural Organizations</li> </ul>                                                                                                                                                                                                                                                                           |                                                                                                                  |                                      |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2013/14<br/>Budget</b>                                                                                        | <b>2012/13<br/>Actual</b>            |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Purchase Agreements</li> <li>Number of Ownership Agreements</li> <li>Collate Annual Reports</li> <li>Number of payment transactions</li> <li>Meetings attended</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 50-60<br>4-6<br>2<br>300-350<br>20 - 36                                                                          | 41<br>5<br>1<br>237<br>65            |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Purchase agreements to contain quantity, quality, cost and timeliness measures to meet standards specified in the Public Management and Finance Law (2010 Revision)</li> <li>Ownership agreements to conform to approved scope of business and financial parameters in accordance with the Public Management and Finance Law (2010 Revision)</li> <li>Satisfaction of the Minister that the material incorporates and accurately reflects the agreed performance</li> <li>Manage payments to ensure they are supported by evidence of output delivery</li> <li>Reports are accurate, relevant and submitted within agreed timelines</li> </ul> | 100%<br>100%<br>100%<br>100%<br>100%                                                                             | 100%<br>100%<br>100%<br>100%<br>100% |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Purchase Agreements/Ownerships are finalized within specified deadline</li> <li>Reports submitted on or before the 10th working day after the end of the quarter</li> <li>Payment process in accordance with timeline specified in the Purchase Agreement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                        | 100%<br>100%<br>100%                                                                                             | 100%<br>100%<br>100%                 |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                                                                                             | 100%                                 |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$273,036</b>                                                                                                 | <b>\$350,369</b>                     |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                  |                                      |



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| <b>EVH 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Environmental Health Education and Promotion</b> | <b>\$120,240</b>                  |
| <b>Description</b><br>Environmental health awareness and promotion to the public and government.                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                     |                                   |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>2013/14<br/>Budget</b>                           | <b>2012/13<br/>Actual</b>         |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of School visits / promotions</li> <li>Number of Educational lectures</li> <li>Number of Production of brochures</li> <li>Number of Promo functions / fairs</li> <li>Number of Media promotions</li> <li>Number of Environmental Health education packages distributed</li> </ul>                                                                                                                                                                    | 30-35<br>4-6<br>4-6<br>6-8<br>30-40<br>7,000- 9,000 | 42<br>4<br>4<br>12<br>33<br>9,185 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>School visits, programs and promotions to meet internal peer review standards for format, accuracy, and comprehensiveness</li> <li>Positive feedback from client surveys</li> <li>The promotional brochures/ functions/ fairs content and presentation to meet Department of Environmental Health standards</li> <li>Media promotions to be in accordance with Government Information Service (GIS) format and meet accepted procedural standards</li> </ul> | 95-100%<br>80-90%<br>95-100%<br>95-100%             | 100%<br>95%<br>100%               |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>School visits/promotions and lectures to be conducted as scheduled</li> <li>Feedback survey form issued at end of school visit/promotion/lecture</li> <li>Brochures to be printed and available for distribution (At time of event)</li> <li>Promotions and fairs to be attended on time</li> <li>Media releases are to be prepared and sent for approval promptly on the event</li> </ul>                                                                | 95-100%<br>90%<br>95 -100%<br>95-100%<br>95-100     | 85%<br>90%<br>90%<br>90%          |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                                | 100%                              |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$120,240</b>                                    | <b>\$125,265</b>                  |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                     |                                   |

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| <b>EVH 5</b>                                                                                                                                                                                                                                                        | <b>Waste Disposal</b>                  | <b>\$1,706,986</b>        |
| <b>Description</b><br>Management of landfills including disposal of biomedical and hazardous waste.                                                                                                                                                                 |                                        |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>              | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of landfills managed</li> <li>Total waste managed at the landfills (tons)</li> <li>Total infectious waste incinerated / managed (tons)</li> <li>Island-Wide Clean –up Campaign</li> </ul>             | 3<br>70,000-<br>90,000<br>275-300<br>1 | 3<br>66,869<br>246<br>1   |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Percentage of waste (tons) managed complying with applicable regulations and environmental/industry standards</li> <li>Infectious waste incinerated to applicable environmental/industry standards</li> </ul> | 95-100%<br>95-100%                     | 100%<br>100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Six operating days per week on Grand Cayman</li> <li>Infectious waste incinerated within 24-48 hours</li> </ul>                                                                                            | 90-95%<br>95-<br>100%                  | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                   | 100%                                   | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                         | <b>\$1,706,986</b>                     | <b>\$1,406,223</b>        |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                    |                                        |                           |

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| <b>EVH 8</b>                                                                                                                                                                  | <b>Rodent Control</b>     | <b>\$268,900</b>          |
| <b>Description</b><br>Rodent control services including de-ratting certifications.                                                                                            |                           |                           |
| <b>Measures</b>                                                                                                                                                               | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                               |                           |                           |
| • Number of rodent control inspections of government buildings                                                                                                                | 160-180                   | 173                       |
| • Number of routine control inspections of residential properties                                                                                                             | 2,000-2,500               | 1,838                     |
| • Number of commercial and institutional properties baited                                                                                                                    | 10-15                     | 6                         |
| • Number of response to rodent control requests/complaints                                                                                                                    | 450-650                   | 665                       |
| • Number of de-ratting certificate inspections                                                                                                                                | 5-10                      | 1                         |
| • Number of leaflets on rodent control issued                                                                                                                                 | 1,500-2,000               | 1,713                     |
| <b>Quality</b>                                                                                                                                                                |                           |                           |
| • Maintain surveillance and baiting of buildings/properties (residential, commercial, institutional) in accordance with the Department of Environmental health standards      | 100%                      | 95%                       |
| • Responses meeting departmental standards                                                                                                                                    | 95-100%                   | 100%                      |
| • De-ratting certificate issued in accordance with International Standards and Public Health Law                                                                              | 100%                      | 100%                      |
| • Printed leaflets to be clear, concise and informative in compliance with departmental standards                                                                             | 100%                      | 100%                      |
| <b>Timeliness</b>                                                                                                                                                             |                           |                           |
| • Properties for surveillance / baiting that meet the departmental and/or customer schedule                                                                                   | 100%                      | 95%                       |
| • Responses to complaints/requests which meet the following standards: Emergency (High) - within 24 hours; Medium Priority - within 72 hours; Low Priority – within 120 hours | 95-100%                   | 100%                      |
| • De-ratting certificates issued within one day of inspection (provided they passed)                                                                                          | 100%                      | 90%                       |
| • Printed leaflets available for immediate distribution                                                                                                                       | 100%                      | 100%                      |
| <b>Location</b>                                                                                                                                                               |                           |                           |
| Cayman Islands                                                                                                                                                                | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                   | <b>\$268,900</b>          | <b>\$257,824</b>          |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                              |                           |                           |

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| <b>EVH 9</b>                                                                                                                                                                 | <b>Food Safety and Hygiene Surveillance</b> | <b>\$363,117</b>          |
| <b>Description</b><br>Inspection and surveillance of food establishments including food recalls, food-borne illnesses, local meat inspections and training of food handlers. |                                             |                           |
| <b>Measures</b>                                                                                                                                                              | <b>2013/14<br/>Budget</b>                   | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                              |                                             |                           |
| • Number of food handlers training course                                                                                                                                    | 30-40                                       | 40                        |
| • Number of food handlers trained                                                                                                                                            | 500-600                                     | 583                       |
| • Number of inspections of food establishments                                                                                                                               | 900-1,000                                   | 1,049                     |
| • Number of inspections of imported containers                                                                                                                               | 100-200                                     | 92                        |
| • Number of special food condemnation inspections                                                                                                                            | 20-30                                       | 18                        |
| • Number of local meat slaughter inspection                                                                                                                                  | 3,000-3,200                                 | 3,296                     |
| • Number of procurement of sample                                                                                                                                            | 180-200                                     | 185                       |
| • Number of food related complaints investigated                                                                                                                             | 15-25                                       | 11                        |
| • Number of food-borne illness investigations                                                                                                                                | 2-4                                         | 1                         |
| • Number of food advice reports                                                                                                                                              | 1-3                                         | 0                         |
| • Number of food recall surveillance                                                                                                                                         | 300-350                                     | 337                       |
| <b>Quality</b>                                                                                                                                                               |                                             |                           |
| • Training in compliance with internal peer review standards for format, accuracy, and comprehensiveness by departmental standards                                           | 95-100%                                     | 95%                       |
| • Measured by positive food handlers customer satisfaction survey                                                                                                            | 90-100%                                     | 90%                       |
|                                                                                                                                                                              | 95-100%                                     | 95%                       |
| • Percentage of inspections, condemnations and investigations conducted in accordance with the Public Health Law and departmental guidelines                                 | 95-100%                                     |                           |
| • Percentage of food and water samples collected and managed in accordance with acceptable laboratory standards                                                              | 95-100%                                     |                           |
|                                                                                                                                                                              | 95-100%                                     |                           |
| • Percentage of substantiated food related complaints resolved                                                                                                               |                                             |                           |
| • Food advice to be clear, comprehensive, and technical in compliance with departmental standards                                                                            | 95-100%                                     |                           |
| • Percentage of food recalls acted on based on official recalls by the United States Department of Agriculture or other appropriate authority                                |                                             |                           |

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| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Food handlers training to be held at least monthly during February to November</li> <li>Inspections, and condemnations conducted as scheduled or on demand</li> <li>Percentage of investigations and complaints response: eight hours for hospital referrals; 24 hours for high risk; 72 hours for all other complaints</li> <li>Samples collected and delivered to laboratory standards. (Grand Cayman –within 6 hours/ Sister Islands no more than 24hours)</li> <li>Food recalls surveillance conducted at least weekly</li> </ul> | 95-100%          | 95%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 95-100%          | 95%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 95-100%          | 50%              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 95-100%          |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 95-100%          |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |                  |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |                  |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$363,117</b> | <b>\$318,382</b> |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |                  |

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| <b>EVH 10</b>                                                                                                                                                 | <b>Environmental Health Laboratory Services</b> | <b>\$392,936</b>          |
| <b>Description</b>                                                                                                                                            |                                                 |                           |
| Microbiological and chemical analytical services such as analysis of drinking water, recreational water and food samples including air and noise assessments. |                                                 |                           |
| <b>Measures</b>                                                                                                                                               | <b>2013/14<br/>Budget</b>                       | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                               |                                                 |                           |
| • Number of potable water samples analyzed and reported on                                                                                                    | 900 -1,000                                      | 1,105                     |
| • Number of swimming pool samples analyzed                                                                                                                    | N/A                                             | 154                       |
| • Number of beach water samples analyzed                                                                                                                      | N/A                                             | 32                        |
| • Number of recreational water samples analysed and reported on                                                                                               | 200 – 250                                       | N/A                       |
| • Number of dialysis water samples analyzed                                                                                                                   | 50-60                                           | 52                        |
| • Number of disinfections samples analyzed                                                                                                                    | N/A                                             | 65                        |
| • Number of food samples analysed                                                                                                                             | N/A                                             | 99                        |
| • Number of food safety samples analysed and reported on                                                                                                      | 135-165                                         | N/A                       |
| • Number of special projects samples analyzed                                                                                                                 | 35-40                                           | 28                        |
| • Number of training and seminars delivered and presented                                                                                                     | 6-8                                             | 6                         |
| • Number of indoor air quality assessments conducted and reported                                                                                             | 30-40                                           | 37                        |
| • Number of used oil samples conducted                                                                                                                        | 800-900                                         | 927                       |
| <b>Quality</b>                                                                                                                                                |                                                 |                           |
| • Samples analyzed/conducted in accordance with established international/acceptable laboratory standards                                                     | 95-100%                                         | 100%                      |
| • Reports reviewed for accuracy, consistency, and readability and signed off by the Supervising Officer                                                       | 95-100%                                         | 100%                      |
| • Training and seminars in compliance with internal peer review for format, accuracy and departmental standards                                               | 95-100%                                         |                           |
| • Air and noise assessments complying with acceptable scientific protocols                                                                                    | 95-100%                                         | 100%                      |
| <b>Timeliness</b>                                                                                                                                             |                                                 |                           |
| • Reports which are ready within: 72 hours for drinking water and seven days for all other tests                                                              | 95-100%                                         | 80%                       |
| • Training and seminars to be conducted as scheduled                                                                                                          | 95-100%                                         | 80%                       |
| • Air quality and noise assessments conducted as scheduled between clients                                                                                    | 95-100%                                         |                           |
| <b>Location</b>                                                                                                                                               |                                                 |                           |
| Grand Cayman and Cayman Brac                                                                                                                                  | 100%                                            | 100%                      |
| <b>Cost</b>                                                                                                                                                   | <b>\$392,936</b>                                | <b>\$413,017</b>          |
| <b>Related Broad Outcome:</b>                                                                                                                                 |                                                 |                           |
| 6. A Fit and Healthy Population                                                                                                                               |                                                 |                           |

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| <b>EVH 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Development and Engineering Control</b>                                            | <b>\$127,890</b>                                    |
| <b>Description</b><br>Development and engineering services including environmental health impacts of projects, review of plans and recommending certificate of occupancy; housing and related accommodations, also cemetery management and capacity planning                                                                                                                                                                                                                                                                                                               |                                                                                       |                                                     |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2013/14<br/>Budget</b>                                                             | <b>2012/13<br/>Actual</b>                           |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Reports on plan review applications</li> <li>• Inspections and Reports for Certificate of Occupancy (CO)</li> <li>• Engineering advice and reports</li> <li>• Engineering Monitoring</li> <li>• Number of new vaults inspected</li> <li>• Number of other cemetery works / projects</li> <li>• Number of cemetery capacity reports</li> <li>• Construction of vaults to maintain cemetery capacity</li> <li>• Number of cemetery vaults prepared prior to burial</li> </ul>                                       | 250-350<br>125-150<br>175-200<br>255-275<br>100-120<br>1-3<br>3-4<br>110-120<br>75-85 | 206<br>53<br>194<br>138<br>78<br>0<br>1<br>79<br>71 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Reports and inspections which meet internal peer review standards for accuracy, relevance and adherence to applicable laws and standards</li> <li>• Engineering advice and reports to be in compliance with internationally acceptable codes and standards including local laws</li> <li>• Field work and construction meeting internal review and acceptable departmental standards for compliance</li> <li>• Capacity reports meeting terms of reference and other predetermined acceptable standards</li> </ul> | 95-100%<br>95-100%<br>95-100%<br>95-100%                                              | 100%<br>100%<br>100%<br>100%                        |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Reports (plans review and Certificate of Occupancy) completed within two weeks</li> <li>• Minimum of three days for final Inspection of construction projects</li> <li>• Other reports which are completed within seven days after completion of the investigation/research</li> </ul>                                                                                                                                                                                                                          | 95-100%<br>95-100%<br>95-100%                                                         | 90%                                                 |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                                                                                  | 100%                                                |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$127,890</b>                                                                      | <b>\$284,556</b>                                    |
| <b>Related Broad Outcomes:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                       |                                                     |

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| <b>EVH 14</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Hazardous Waste and Emergency Management</b>    | <b>\$138,095</b>               |
| <b>Description</b><br>Hazardous waste operations and emergency response to natural or manmade events.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                    |                                |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of responses to all hazardous material incidents</li> <li>Number of disaster management responses</li> <li>Number of Inspections and reports of potentially hazardous sites</li> <li>Number of response drills</li> <li>Shipment of hazardous waste products (gallons)</li> <li>Number of identification of unknown chemicals containers</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety</li> <li>The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans</li> <li>Reports meeting internal standards for accuracy, relevance and adherence to applicable standards</li> <li>Hazardous waste products shipped complying with external vendor standards</li> <li>Unknown chemicals analyzed in accordance with internationally acceptable laboratory standards and without incident</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Activate the pre-hurricane response plan before the event as outlined in the departmental document and along with national plans</li> <li>Conduct drills and training before the start of the hurricane season</li> <li>Responses within 6-8 hours of receiving notification of a hazardous material spill or situation</li> <li>Identification of unknown chemicals and shipment of hazardous wastes to be undertaken as scheduled by the laboratory</li> </ul><br><b>Location</b><br>Cayman Islands | <b>2013/14<br/>Budget</b>                          | <b>2012/13<br/>Actual</b>      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1-3<br>2-3<br>3-4<br>1-3<br>15,000-20,000<br>10-20 | 2<br>2<br>3<br>2<br>8,365<br>5 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 95-100%<br>90-100%<br>90%<br>95-100%<br>95-100%    | 90%<br>100%<br>95%<br>         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 95-100%<br>95-100%<br>95-100%                      | 90%<br>90-100%                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                               | 100%                           |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$138,095</b>                                   | <b>\$116,157</b>               |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                    |                                |



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| <b>EVH 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Ministerial Servicing to the Minister of Health, Sports, Youth &amp; Culture</b> | <b>\$109,095</b>                        |
| <b>Description</b><br>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.                                                                                                                                                                                                                                                                                                                                     |                                                                                     |                                         |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>2013/14<br/>Budget</b>                                                           | <b>2012/13<br/>Actual</b>               |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                     |                                         |
| <ul style="list-style-type: none"> <li>Number of replies to parliamentary questions</li> <li>Number of correspondence</li> <li>Number of speeches and briefing notes</li> <li>Number of technical reports</li> <li>Number of Boards / Committees served on and supported</li> <li>Number of meetings and hearings attended</li> <li>Number of capacity planning reports</li> <li>Number of monthly, quarterly, annual reports</li> </ul>                                                                                                                           | 3-5<br>75-80<br>10-15<br>4-6<br>4-6<br>25-30<br>2-3<br>12-14                        | 0<br>95<br>1<br>7<br>2<br>30<br>0<br>14 |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                     |                                         |
| <ul style="list-style-type: none"> <li>Parliamentary questions properly researched, meeting format, accurate and submitted by deadlines</li> <li>Correspondence and speeches/briefings complying with predetermined standards including accuracy, comprehension, and appropriateness</li> <li>Technical and capacity reports meeting terms of reference and other predetermined acceptable standards</li> <li>Representation on committees/boards based on relevant expertise</li> <li>Meetings and hearings in compliance with predetermined standards</li> </ul> | 100%<br>100%<br>100%<br>100%<br>100%                                                | 90%<br>80%<br>90%<br>90%                |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                     |                                         |
| <ul style="list-style-type: none"> <li>Written questions or requests from Cabinet, Legislative Assembly, or Minister prepared and presented by the due date</li> <li>Reports, speeches, briefings and Correspondence to Ministry by agreed deadline</li> <li>Meetings/hearings/committees attended as scheduled</li> </ul>                                                                                                                                                                                                                                         | 100%<br>100%<br>100%                                                                | 100%                                    |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                     |                                         |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                                                                | 100%                                    |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$109,095</b>                                                                    | <b>\$108,585</b>                        |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                     |                                         |

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| <b>EVH 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Environmental Health Monitoring Services</b>                                     | <b>\$381,671</b>                                      |
| <b>Description</b><br>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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                     |                                                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>                                                           | <b>2012/13<br/>Actual</b>                             |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of monitoring inspections of premises</li> <li>Number of complaints investigated</li> <li>Number of training courses</li> <li>Number of operatives trained</li> <li>Number of procurement of water samples</li> <li>Number of public housing and accommodation reports</li> <li>Number of reports and correspondence</li> <li>Number of abatement notices served</li> <li>Number of briefs to Legal Department</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2,500-2,700<br>350-400<br>4-6<br>35-45<br>100-150<br>5-7<br>250-300<br>25-30<br>6-8 | 2,743<br>410<br>6<br>46<br>178<br>0<br>299<br>26<br>5 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Investigations and reports which meet internal peer review standards for accuracy, relevance and adherence to applicable standards</li> <li>Investigations, training courses and reports which are appropriately conducted and reviewed for accuracy, relevance and adherence to applicable standards</li> <li>Fieldwork and correspondence meeting internal peer review, which will consider format, accuracy, and relevance</li> <li>Food and water samples collected and managed in accordance with acceptable laboratory standards</li> <li>Complaint investigations, letters, and correspondence assessed by peer review for accuracy, relevance and adherence to applicable laws and standards</li> <li>Abatement notices served in accordance with the Public Health Laws</li> <li>Briefs to the legal department that complies with proper format, accuracy and complies with departmental standards</li> </ul> | 90-100%<br>90-100%<br>90-100%<br>90-100%<br>90-100%<br>90-100%<br>90-100%           | 100%<br>100%                                          |

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| <b>Timeliness</b>                                                                                                                               |                  |                  |
| • Responses to complaints within allotted period: High-risk complaints within 24 hours; Medium risk within 72 hours; Low risk, within 120 hours | 90-100%          | 90%              |
| • Reports which are completed within seven days after completion of the investigation                                                           | 90-100%          | 90%              |
| • Scheduled inspections performed on time                                                                                                       | 90-100%          | 90%              |
| • Samples collected and delivered to laboratory standards                                                                                       | 90-100%          |                  |
| • High risk complaint investigations within 24 hours; medium risk investigated within 72 hours; and low risk within 120 hours                   | 90-100%          | 90%              |
| • Letters and briefings completed and mailed within one week                                                                                    | 90-100%          | 90%              |
| • Abatement Notices served within 2 - 3 days of investigation                                                                                   |                  |                  |
| <b>Location</b>                                                                                                                                 |                  |                  |
| Cayman Islands                                                                                                                                  | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                     | <b>\$381,671</b> | <b>\$426,508</b> |
| <b>Related Broad Outcome:</b>                                                                                                                   |                  |                  |
| 6. A Fit and Healthy Population                                                                                                                 |                  |                  |

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| <b>EVH 18</b>                                                                                                                                                                                                                                                                                                                                                    | <b>Collection and Disposal of Waste and Litter Control</b> | <b>\$1,287,471</b>              |
| <b>Description</b><br>Collection of all solid waste materials and the provision and maintenance of roadside litter control programme.                                                                                                                                                                                                                            |                                                            |                                 |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                  | <b>2013/14<br/>Budget</b>                                  | <b>2012/13<br/>Actual</b>       |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Tons of waste collected from commercial and residential properties</li> <li>Miles of street receiving litter collection</li> <li>Number of container or grab truck services provided</li> <li>Number of community related services managed</li> </ul>                                                     | 60,000-80,000<br>4,000-6,000<br>150-200<br>300-400         | 39,245<br>3,835<br>169<br>410   |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Collection of solid waste is in accordance to International standards</li> <li>Comply with contracted obligations</li> </ul>                                                                                                                                                                               | 95-100%<br>95-100%                                         | 100%<br>100%                    |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Twice per week as per current residential collection scheduled</li> <li>Time containers delivered as scheduled</li> <li>Service all containers as per contracted obligations</li> <li>Service community related locations as scheduled</li> <li>Service litter collection areas as scheduled</li> </ul> | 90-95%<br>90-95%<br>90-95%<br>90-95%<br>90-95%             | 90%<br>90%<br>90%<br>90%<br>90% |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                | 100%                                                       | 100%                            |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                      | <b>\$1,287,471</b>                                         | <b>\$954,763</b>                |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                 |                                                            |                                 |

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| <b>DSP 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Sports Facilities Management</b> | <b>\$ 1,184,614</b>           |
| <b>Description</b><br><br>Rental of Sporting Facilities, provision of Security for Facilities, Maintenance, Cleaning and Inspections for: <ul style="list-style-type: none"> <li>Stadiums -Truman Bodden Sports Complex, T. E. McField Stadium, Ed Bush Stadium, Jimmy Powell Cricket Oval</li> <li>Fields - Bodden Town, Donovan Rankin, George Hicks, Haig Bodden, John A. Cumber, Old Man Bay, Smith Road Cricket Oval, West Bay Softball Field, Breakers Field &amp; North Side Primary School</li> <li>Hard Courts - Bodden Town Civic Centre, Bodden Town Basketball Court, East End Civic Centre, Eastern Avenue Basketball Court, John A. Cumber, North Side, T.E. McField</li> <li>Lions Aquatic Centre</li> <li>Dalmain Ebanks Boxing Gym</li> </ul> |                                     |                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2013/14 Budget</b>               | <b>2012/13 Actual</b>         |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Facility Application Forms processed</li> <li>Number of days security provided</li> <li>Number of Maintenance/Cleaning Inspections conducted</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100-140<br>340-365<br>300-330       | 100-140<br>340-365<br>300-330 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Application forms are signed, approved and stamped by authorized personnel</li> <li>Security Services provided within accordance to contractual agreements and/or trained experience personnel</li> <li>Inspections and cleaning of facilities as per department regulations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%<br>100%<br>100%                | 100%<br>100%<br>100%          |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Application forms are processed in 2 business days</li> <li>Security Services provided within accordance to contractual agreements and/or trained experience personnel</li> <li>Inspections completed daily, before and after special events in accordance to the Departments Operational Procedures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                       | 100%<br>100%<br>100%                | 100%<br>100%<br>100%          |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                | 100%                          |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$ 1,184,614</b>                 | <b>\$1,085,365</b>            |
| <b>Related Broad Outcome:</b><br><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                     |                               |

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| DSP 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Sport Education and Training | \$ 2,538,219                                 |                                               |
| <b>Description</b> <ul style="list-style-type: none"><li>The provision of sports coaching and instructing primarily in the 6 focus sports - Basketball, Cricket, Football, Netball, Track &amp; Field and Swimming, which are conducted to improve the health, well-being, technical skills and fitness of youth and adults at novice to elite levels via:<ul style="list-style-type: none"><li>Community Sport Programmes – Development Programmes conducted in all districts throughout Grand Cayman which involves age groups ranging from age 7 – Adults.</li><li>National Programmes – Caters specifically to elite athletes (juniors/seniors) in preparing them to compete in regional and international sports events.</li><li>After-School Programmes – Programmes are designed to enable students to participate in recreational events by enhancing their sport-specific skill and fitness needs.</li><li>School sessions – Coaching Sessions are provided in compliance with the Public and Private Schools’ curriculum.</li><li>Sports Workshops – Develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching throughout Grand Cayman.</li></ul></li><li>Recreational Leagues and Events – Organized to encourage physical activities for corporations and students. For students this is done by fostering school competitions, interaction amongst students and opportunities to apply skills.</li></ul> |                              |                                              |                                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                              | <b>2013/14<br/>Budget</b>                    | <b>2012/13<br/>Actual</b>                     |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of Community Sport Development Programmes</li><li>Number of National Programmes Coached</li><li>Number of Recreational Leagues/Events Organized</li><li>Number of School Coaching Sessions</li><li>Number of Workshops Conducted</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                              | 30 -33<br>6 - 8<br>1-2<br>2,800-3,100<br>4-6 | 30-33<br>6-8<br>1-2<br>2,800-<br>3,100<br>4-6 |
| <b>Quality</b> <ul style="list-style-type: none"><li>Community/National Coaching are conducted by technical staff trained to standards set by the international governing body for the particular sport</li><li>School sessions are aligned and conducted in compliance with school strategy/plan</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                              | 100%<br>100%                                 | 100%<br>100%                                  |

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|--------------------------------------------------------------------------------|--------------------|--------------------|
| <b>Timeliness</b>                                                              |                    |                    |
| • Community Coaching/National Programmes held daily 5 - 6 days a week          | 100%               | 100%               |
| • Recreational Leagues/Events and Workshop are conducted once every 4-6 months | 100%               | 100%               |
| • Schools session provided daily five days per week                            | 100%               | 100%               |
| <b>Location</b>                                                                |                    |                    |
| Cayman Islands                                                                 | 100%               | 100%               |
| <b>Cost</b>                                                                    | <b>\$2,538,219</b> | <b>\$2,107,931</b> |
| <b>Related Broad Outcome:</b>                                                  |                    |                    |
| 6. A Fit and Healthy Population                                                |                    |                    |

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| <b>DSP 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Technical Advice and Support to Ministry and other Sport Agencies</b> | <b>\$ 101,661</b>                                                              |
| <b>Description</b><br>To provide professional advice and technical support to the Ministry and sporting associations with particular focus on the core sports of - Basketball, Cricket, Football, Netball, Track and Field, and Swimming.                                                                                                                                                                                                 |                                                                          |                                                                                |
| <b>Measures</b><br><b>Quantity</b><br>Number of requests from Sports Agencies/Ministries assisted through technical Support and/or advice directly or via the Ministry<br><b>Quality</b><br>Advice provided is in compliance with international best practice for the particular sport.<br><b>Timeliness</b><br>Advice provided within 2-4 business days or within an agreed time frame<br><b>Location</b><br>Grand Cayman<br><b>Cost</b> |                                                                          | <b>2013/14 Budget</b><br>6 -15<br>100%<br>100%<br>100%<br>\$<br><b>101,661</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                          | <b>2012/13 Actual</b><br>6-15<br>100%<br>100%<br>100%<br>\$29,094              |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                          |                                                                          |                                                                                |



| CAD 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Cadet Corps Training Programme | \$224,355 |
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| <b>Description</b> <ul style="list-style-type: none"> <li>Provision of an internationally recognized Star 4 Cadet Corps programme for youth ages 11 – 19 including: <ul style="list-style-type: none"> <li>Instructional (practical and theoretical) Training including Band/Music instruction</li> <li>Land Training including ; Drill &amp; Turn-out, first aid, Map &amp; compass, field craft &amp; adventure training</li> <li>Marine training including sailing, kayaking, diving</li> <li>Physical Activities including participation in various sports, fun runs</li> <li>Leadership Programme including Method of Instructions (MOI), Team control and lesson planning</li> <li>Adult Training for Instructors and Officers</li> <li>Regular reporting to parents</li> </ul> </li> <li>Participate in: <ul style="list-style-type: none"> <li>National Parades including: Remembrance Day, Heroes' Day and Queen's Birthday</li> <li>Local parades including Passing Out (Enrolment) and Awards/Closing Parades</li> <li>Special ceremonies including state visits, special conferences opening ceremonies where cadets bear the flags and sing the national song/anthem.</li> </ul> </li> <li>Provide community service to the wider community, including : <ul style="list-style-type: none"> <li>Community clean up</li> <li>Volunteer services to other Government Departments and Organizations</li> <li>Provide personnel for National Emergency Operation Centre (NEOC) during natural disasters</li> </ul> </li> <li>Plan, operate and attend Camps locally and regionally within a residential environment. These include: <ul style="list-style-type: none"> <li>Senior Cadet's Camp; Annual Camp; Recruit Camp</li> <li>Adult Training Camp for Instructors and Officers</li> <li>Caribbean Cadet Camp</li> </ul> </li> </ul> |                                |           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |           |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |           |
| <ul style="list-style-type: none"> <li>Number of training sessions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                | 225 -250  |
| <ul style="list-style-type: none"> <li>Number of Parades</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                | 4-6       |
| <ul style="list-style-type: none"> <li>Number of Camps operated locally</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                | 1-3       |
| <ul style="list-style-type: none"> <li>Number of Camps attended Regionally</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                | 1-2       |
| <ul style="list-style-type: none"> <li>Number of community projects facilitated</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                | 4-6       |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                |           |
| <ul style="list-style-type: none"> <li>Training and Camps delivered in accordance with the Army Cadet Force (ACF) Cadet Training handbook and regional and international standards</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                | 100%      |
| <ul style="list-style-type: none"> <li>Land and Marine training conducted by competent drill instructors</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                | 100%      |
| <ul style="list-style-type: none"> <li>Civic knowledge should supplement and expand on the national curriculum</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                | 100%      |
| <ul style="list-style-type: none"> <li>Persons participating in Parades will be experienced in drill instruction and words of command on parade</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                | 100%      |
| <ul style="list-style-type: none"> <li>Facilitators of community projects will be officers who are knowledgeable and disciplined.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                | 100%      |

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| <b>Timeliness</b> <ul style="list-style-type: none"> <li>The Training Programme operates Monday to Friday 4:00pm–8:00pm and every Saturday 9:00am–12:00pm during school term</li> <li>Attend parades and community projects as agreed with organizers</li> <li>Annual camp of 10-14 days will be held during July and August and weekend camps will be held for two nights</li> </ul> <b>Location</b><br>Grand Cayman and Cayman Brac |                  |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                  |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%             | 100%             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$224,355</b> | <b>\$197,371</b> |
| <b>Related Broad Outcome:</b><br>A Centre of Excellence in Education                                                                                                                                                                                                                                                                                                                                                                  |                  |                  |

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| <b>CAD 6</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Cadet Corps BTEC Vocational Qualification Program</b> | <b>\$47,199</b>           |
| <p><b>Description</b></p> <p>Provide a vocational and technical training programme, Business, Technology and Education Council (BTEC) in First Diploma in Public Service (equivalent to four O'Level) and/or Music to Cadets who are at least 16 years of age and Star 2 qualified.</p> <p>First Diploma in Public Service Cadets will cover areas such as:</p> <ul style="list-style-type: none"> <li>o Professional CV preparation</li> <li>o Interviewing techniques</li> <li>o Communication</li> <li>o First aid</li> <li>o Adventure training</li> <li>o Health and nutrition</li> <li>o Physical fitness</li> </ul> <p>For the Diploma in Music Cadets will cover areas such as:</p> <ul style="list-style-type: none"> <li>o A basic understanding of music as a profession</li> <li>o Solo and ensemble work</li> <li>o How to manage rehearsals</li> <li>o How to market, budget, advertise, programme and publicise a music event</li> </ul> |                                                          |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>2013/14<br/>Budget</b>                                | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                          |                           |
| Number of training sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 60-75                                                    | 36                        |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                          |                           |
| <ul style="list-style-type: none"> <li>• Delivery of modular units by trained instructors based on the BTEC programme administered by the CADET Vocational Qualification Officer programme in the United Kingdom (UK)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                     | 100%                      |
| <ul style="list-style-type: none"> <li>• Completion of the Senior Cadet Instructors Course (SCIC) delivered in a separate camp setting in accordance with the cadet Training Manual</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100%                                                     | 100%                      |
| <ul style="list-style-type: none"> <li>• The BTEC award verified by the Cadet Vocational Qualification Office (CVQO) in the UK and awarded through the Edexcel Examination Board in the UK.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                                     | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                          |                           |
| Training Sessions held once a week during the school calendar year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                     | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                          |                           |
| Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                     | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>\$47,199</b>                                          | <b>\$78,506</b>           |
| <p><b>Related Broad Outcome:</b></p> <p>7. A Centre of Excellence in Education</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                          |                           |

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| <b>YSU 7</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Monitoring Youth Development Work</b> | <b>\$124,166</b>          |
| <b>Description</b><br>Monitoring of and reporting on youth service providers who receive funding from the Ministry of Health, Sports, Youth and Culture, offering support to these providers such that they are able to offer vibrant programmes which reflect the goals and objectives held by the National Youth Policy. Offering feedback and recommendations to the Ministry on opportunities for partnership improvements to effect positive change in society. |                                          |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2013/14<br/>Budget</b>                | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                          |                           |
| <ul style="list-style-type: none"> <li>Number of progress reports prepared</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | 30                                       | 30                        |
| <ul style="list-style-type: none"> <li>Number of Life Skills presentations conducted by Unit staff to youth in service provider groups</li> </ul>                                                                                                                                                                                                                                                                                                                    | 9                                        | 9                         |
| <ul style="list-style-type: none"> <li>Number of annual performance reports/requests for further funding from youth service providers vetted on behalf of Ministry</li> </ul>                                                                                                                                                                                                                                                                                        | 18                                       | 12                        |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                          |                           |
| <ul style="list-style-type: none"> <li>Prepared in accordance with Unit standards i.e. peer and senior management review</li> </ul>                                                                                                                                                                                                                                                                                                                                  | 100%                                     | 100%                      |
| <ul style="list-style-type: none"> <li>Presentations delivered by qualified youth workers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                 | 100%                                     | 100%                      |
| <ul style="list-style-type: none"> <li>A robust, well-researched annual performance report signed off by senior management</li> </ul>                                                                                                                                                                                                                                                                                                                                | 100%                                     | 100%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                          |                           |
| <ul style="list-style-type: none"> <li>Progress reports prepared within 3-4 working days</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  | 100%                                     | 100%                      |
| <ul style="list-style-type: none"> <li>Presentations delivered in less than 30 minutes with a 5-10 minute period for audience questions, comments and observations</li> </ul>                                                                                                                                                                                                                                                                                        | 100%                                     | 100%                      |
| <ul style="list-style-type: none"> <li>Annual performance report vetted, queried and presented to Ministry within 10 working days of submission to Unit</li> </ul>                                                                                                                                                                                                                                                                                                   | 100%                                     | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                          |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                     | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$124,166</b>                         | <b>\$165,183</b>          |
| <b>Related Broad Outcome:</b><br>7. A Centre of Excellence in Education                                                                                                                                                                                                                                                                                                                                                                                              |                                          |                           |

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| <b>YSU 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Youth Leadership Programmes and Governance</b>                                        | <b>\$256,040</b>                                                                |
| <b>Description</b><br>Coordinating and managing the weekly meetings of the Cayman Islands (C.I.) National Youth Assembly and monitoring the progression of the annual Position Papers produced by this group. In addition, the coordination and production of newsletters and radio shows to disseminate information to youth. The delivery of a series of summer camps which keep youth productively engaged and adequately supervised during their summer vacation.                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                          |                                                                                 |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>                                                                | <b>2012/13<br/>Actual</b>                                                       |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of meetings facilitated for the C.I. National Youth Assembly</li> <li>Number of position papers edited for the C.I. National Youth Assembly</li> <li>Number of Unit Newsletters produced</li> <li>Number of radio shows produced</li> <li>Number of summer programmes offered</li> <li>Researched report on an identified youth related issue</li> <li>Special Youth Events</li> <li>Number of FAN Club Meetings</li> <li>Number of Scout Training Sessions</li> </ul>                                                                                                                                                                                                                                                                                                                                                | 25<br><br><br><br>2<br><br><br>4<br>35<br>2<br>1<br>3<br>32<br>14                        | 25<br><br><br><br>2<br><br><br>4<br>28<br>2<br>1<br>3<br>N/A<br>N/A             |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Meets the standard of excellence for productive meetings as set by the Youth Services Unit</li> <li>Adheres to the standard for proper Position Papers as set by The Hague International Model United Nations (THIMUN) Youth Assembly</li> <li>Concurs with the standard of accurate reporting as set forth by the Youth Services Unit</li> <li>Adheres to the quality measures of Radio Cayman</li> <li>Meets the standards of meaningful programme planning and delivery held by the Youth Services Unit</li> <li>Meets generally acceptable academy standards for research</li> <li>Meets the standard set by Youth Services Unit of a meaningful and well produced youth event, productive Mtgs.</li> <li>Meets the standards of excellence for productive training sessions as set by the Scouts Association.</li> </ul> | 100%<br><br><br><br>100%<br><br><br>100%<br>100%<br>100%<br>100%<br>100%<br>100%<br>100% | 100%<br><br><br><br>100%<br><br><br>100%<br>100%<br>100%<br>100%<br>100%<br>N/A |

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| <b>Timeliness</b>                                                                                                                                                                                    |                  |                  |
| • Four working days to debrief and sift through material presented and discussed from the previous meeting and assimilate and present that material at the next week's meeting.                      | 100%             | 100%             |
| • Position Papers are submitted by the end of April                                                                                                                                                  | 100%             | 100%             |
| • Newsletters are produced seasonally – September, December, April and June                                                                                                                          | 100%             | 100%             |
| • Radio shows are broadcast bi-weekly – Wednesdays at 4pm                                                                                                                                            | 100%             | 100%             |
| • Summer programmes are held annually – July                                                                                                                                                         | 100%             | 100%             |
| • Researched report submitted end of April                                                                                                                                                           | 100%             | 100%             |
| • Special events held September, November and March                                                                                                                                                  | 100%             | N/A              |
| • Training should be in a sequence that assists the leaders in adding these new skills to his/her present knowledge base such that youth can achieve maximum benefit from their leader being trained |                  |                  |
| <b>Location</b>                                                                                                                                                                                      |                  |                  |
| Cayman Islands                                                                                                                                                                                       | 100%             | 100%             |
| <b>Cost</b>                                                                                                                                                                                          |                  |                  |
|                                                                                                                                                                                                      | <b>\$256,040</b> | <b>\$221,952</b> |
| <b>Related Broad Outcome:</b>                                                                                                                                                                        |                  |                  |
| 7. A Centre of Excellence in Education                                                                                                                                                               |                  |                  |

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| <b>HRB 9</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Certification of Health Care Facilities</b> | <b>\$74,132</b>                                                                                                     |
| <b>Description</b> <ul style="list-style-type: none"> <li>• Certification of Health Facility</li> <li>• Assessment of applications</li> <li>• Inspection of facilities (conduct inspections)</li> <li>• Prepare and produce reports</li> <li>• Meetings with the Health Practice Commission Board</li> <li>• Presentations to the Health Practice Commission Board</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                |                                                                                                                     |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of certificates issued</li> <li>• Number of reports</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Certificates issued in accordance with the Health Practice Law and Regulations (2005 Revision)</li> <li>• Reports completed by the appointed inspector and carried out according to established policies and procedures</li> <li>• Reports clearly set out inspection findings and submitted to the Registrar and Health Practice Board</li> <li>• Reports signed off by the Registrar and Director</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Certificates issued 20 days after approval by Health Practice Commission Board</li> <li>• Reports produced 15 working days after the date of inspection</li> </ul> <b>Location</b><br>Cayman Islands |                                                | <b>2013/14<br/>Budget</b><br><br>1-20<br>6-12<br><br>100%<br>100%<br>100%<br>100%<br><br>100%<br>100%<br><br>100%   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                | <b>2012/13<br/>Actual</b><br><br>60-100<br>6-12<br><br>100%<br>100%<br>100%<br>100%<br><br>100%<br>100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                | <b>\$74,132</b><br><br><b>\$61,845</b>                                                                              |
| <b>Related Broad Outcome:</b><br><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                |                                                                                                                     |

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| <b>HRB 10</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Health Insurance Complaints Resolution</b> | <b>\$225,638</b>                                                                                                                                                             |
| <b>Description</b> <ul style="list-style-type: none"> <li>Review, investigate and resolve complaints and inquiries received by the Health Insurance Commission</li> <li>Issuance of letters / notices</li> <li>Preparation and production of reports</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                               |                                                                                                                                                                              |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of reports</li> <li>Number of letters/ notices</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Reports are done in accordance with the Health Insurance Commission's policy and procedures</li> <li>Reports are accurate, relevant and completed by inspectors</li> <li>Reports are signed off by the Superintendent of Health Insurance prior to submission the Health Practice Commission Board</li> <li>Letters /notices are done in accordance with the Health Insurance Commission's policy and procedures</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>A written notice will be provided to the complainant on all outstanding complaints within 180 working days of the receipt of the initial complaint</li> <li>Reports are submitted to the Superintendent of Health Insurance within 30 working days of the date of the initial complaint.</li> <li>Letters will be provided 21 working days after the complaint has been received.</li> </ul> <b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                                               | <b>2013/14<br/>Budget</b><br><br>6-10<br>1,300-1,500<br><br>100%<br>100%<br>100%<br>100%<br><br>100%<br>100%<br>100%<br><br>100%<br><br><br>100%<br><br><br><b>\$225,638</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                               | <b>2012/13<br/>Actual</b><br><br>6 -9<br>1,200-1,400<br><br>100%<br>100%<br>100%<br>100%<br><br>100%<br>100%<br>100%<br><br>100%<br><br><br>100%<br><br><br><b>\$229,324</b> |
| <b>Related Broad Outcome:</b><br><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                               |                                                                                                                                                                              |



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| <b>HRB 11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Administer the Segregated Insurance Fund and the Number of Insured Persons</b> | <b>\$89,628</b>                                                                                                                    |
| <b>Description</b> <ul style="list-style-type: none"> <li>Collection of Segregated Insurance Fund Payments</li> <li>Deposit of Segregated Insurance Fund Payments</li> <li>Review reports on the number of insured persons</li> <li>Preparation of Segregated Insurance Fund financial statements</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                   |                                                                                                                                    |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of receipts issued to approved insurers</li> <li>Number of reports - Insured persons</li> <li>Number of financial statements produced</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Receipts generated for payments must be accurate and processed based on approved policy and procedures and in accordance with the Public Management and Finance Law (2005 Revision)</li> <li>Reports on the number of insured persons must be accurate and relevant</li> <li>Financial statements must be prepared in accordance with the Public Management and Finance Law (2005 Revision)</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Receipts will be issued in accordance with approved policy and procedures</li> <li>Reports on the number of insured persons are submitted to the Superintendent of Health Insurance and Minister of Health at least once per month.</li> <li>Financial statements to be delivered to the office of the Auditor General within the agreed time frame</li> </ul> <b>Location</b><br>Cayman Islands |                                                                                   | <b>2013/14<br/>Budget</b><br><br>95-110<br>12<br>1<br><br>100%<br><br>100%<br>100%<br><br>100%<br><br>100%<br><br>100%<br><br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                   | <b>2012/13<br/>Actual</b><br><br>90-100<br>12<br>1<br><br>100%<br><br>100%<br>100%<br><br>100%<br><br>100%<br><br>100%             |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                   | <b>\$89,628</b><br><br><b>\$39,311</b>                                                                                             |
| <b>Related Broad Outcome:</b><br><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                   |                                                                                                                                    |

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| <b>HRB 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Public Education Campaign- Health Insurance</b> | <b>\$30,596</b>           |
| <b>Description</b> <ul style="list-style-type: none"> <li>• Ensure stakeholder awareness of the roles and responsibilities of the Department of Health Regulatory Services</li> <li>• Updates to the Health Insurance Commission's website</li> <li>• Make presentations to stakeholders</li> <li>• Attend meetings with stakeholders</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                    |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of publications (pamphlets) disseminated</li> <li>• Number of presentations delivered</li> <li>• Number of website updates (bi-monthly)</li> <li>• Number of meetings attended</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>• All disseminated information will be in compliance with Health Insurance legislation; clear and written in layman's language</li> <li>• All presentations will be done based on current updates</li> <li>• All website updates must be accurate and based on current information</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Dissemination of information- monthly</li> <li>• Meetings- bi-monthly/monthly</li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                          | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 40-50                                              | 30-40                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 4-8                                                | 3-6                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 6                                                  | 6                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 8-14                                               | 8-14                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                               | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                               | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                               | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                               | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                               | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$30,596</b>                                    | <b>\$37,579</b>           |
| <b>Related Broad Outcome:</b><br><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                    |                           |

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| HRB 13                                                                                                                                                                                                                                                                                                          | Enforcement of Health Insurance Legislation | \$76,123                  |                           |
| <b>Description</b> <ul style="list-style-type: none"><li>• Preparation and production of reports</li><li>• Preparation of case files and submission to the Legal department</li><li>• Court appearances</li><li>• Investigations of all unresolved complaints received by the department stakeholders</li></ul> |                                             |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                 |                                             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>• Number of investigations conducted</li><li>• Number of reports to the Health Insurance Commission Board</li><li>• Number of case files prepared and submitted to Legal Department for prosecution</li></ul>                                             |                                             | 20-24<br>6-8<br>1-5       | 20-24<br>6-8<br>1-5       |
| <b>Quality</b> <ul style="list-style-type: none"><li>• Reports are current, accurate and relevant</li><li>• Reports will be signed off by the assigned inspector and Superintendent of Health Insurance</li><li>• Case files submitted to the Legal Department will be accurate and relevant</li></ul>          |                                             | 100%<br>100%<br>100%      | 100%<br>100%<br>100%      |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• Case files will be submitted to Legal Department within 120 working days of the initial complaints</li></ul>                                                                                                                                          |                                             | 100%                      | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                               |                                             | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                     |                                             | <b>\$76,123</b>           | <b>\$111,095</b>          |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                |                                             |                           |                           |



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| HRB 15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Policy Advice and Reports to the HIC Board and Ministry | \$188,927                 |
| <b>Description</b> <ul style="list-style-type: none"><li>Contributions to cabinet papers</li><li>Production of papers, reports, statements and responses to questions and replies to correspondence</li><li>Review and research legislation</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                         |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>Number of contributions to cabinet papers</li><li>Number of papers, reports, speeches, statements, responses to questions and replies to correspondence</li><li>Number of recommendations to amend legislation</li><li>Number of Minutes Produced</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>Contributions, reports, papers and statements must be clear, accurate, current and provided within required deadlines</li><li>Information must be suitably researched, benchmarked and supported by industry standards.</li><li>Provide clear, accurate and relevant information for the amendments of legislation</li><li>All reports, papers, speeches will be reviewed and signed off by the head of department</li></ul><br><b>Timeliness</b> <ul style="list-style-type: none"><li>All contributions, reports, papers, statements will be given within the agreed timeframe</li><li>Recommendations on amendments to legislation will be delivered within the agreed timeframe</li></ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                               | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1-3                                                     | 2-4                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 5-10                                                    | 5-10                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1-3                                                     | 1-3                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 9-11                                                    | N/A                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                    | 100%                      |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100%                                                    | 100%                      |
| 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%                                                    |                           |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                         |                           |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---------------------------|
| HRB 16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Advice and Support to the HPC Board, Councils and Ministry | \$14,106                  |
| <b>Description</b> <ul style="list-style-type: none"><li>• Production of papers, reports, statements, responses to questions, replies to correspondence</li><li>• Review and Research Legislation</li><li>• Provision of Administrative services to the Board and Councils</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                            |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"><li>• Number of research reports/papers outlining amendments to legislation</li><li>• Number of minutes produced</li><li>• Number of papers, reports, statements, responses to questions and replies to correspondence</li></ul><br><b>Quality</b> <ul style="list-style-type: none"><li>• Provide clear, accurate, relevant and current information for amendments to legislation</li><li>• Minutes must be clear, accurate and provided within required deadlines</li><li>• All reports, papers, statements and responses to questions must be researched, benchmarked and submitted within required deadlines</li></ul><br><b>Timeliness</b> <ul style="list-style-type: none"><li>• All reports/papers, will be delivered within the agreed timeframe</li><li>• All Minutes will be produced within 20 working days of the board meeting</li></ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                  | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1-3                                                        | 1-3                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 55 -65                                                     | 50 -60                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 6-10                                                       | 6-10                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                       | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                       | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                       | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                       | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                       | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                                       | 100%                      |
| \$14,106                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | \$27,264                                                   |                           |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                            |                           |

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| <b>HRB 17</b>                                                                                                                                                                                                                                                                                                                                                             | <b>On-Site Inspections</b> | <b>\$31,093</b>           |
| <b>Description</b> <ul style="list-style-type: none"> <li>On-site inspections of stakeholders</li> <li>Preparation and production of reports</li> </ul>                                                                                                                                                                                                                   |                            |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                           | <b>2013/14<br/>Budget</b>  | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                           |                            |                           |
| <ul style="list-style-type: none"> <li>Number of on-site inspections</li> <li>Number of reports produced</li> </ul>                                                                                                                                                                                                                                                       | 6-8<br>6-10                | 6-8<br>6-10               |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                            |                            |                           |
| <ul style="list-style-type: none"> <li>On-site inspections and investigations are carried out based on approved policies and procedures</li> <li>Reports are current, accurate and relevant</li> <li>Reports will be signed off by the assigned inspector and Superintendent of Health Insurance</li> </ul>                                                               | 100%<br>100%<br>100%       | 100%<br>100%<br>100%      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                         |                            |                           |
| <ul style="list-style-type: none"> <li>Report on findings is submitted to the Superintendent of Health Insurance within 15 working days of the date that the on-site inspection was conducted</li> <li>Report on findings is provided to the Board, and/or other relevant parties within 30 working days of the date that the on-site inspection was conducted</li> </ul> | 100%<br>100%               | 100%<br>100%              |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                           |                            |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                            | 100%                       | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                               | <b>\$31,093</b>            | <b>\$11,314</b>           |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                          |                            |                           |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------|
| <b>HRB 18</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Public Education Campaign- Health Practice Commission</b>         | <b>\$12,878</b>           |
| <b>Description</b> <ul style="list-style-type: none"> <li>• Updates to the Health Practice Commission's website</li> <li>• Make presentations to stakeholders</li> <li>• Attend meetings with stakeholders</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |                                                                      |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of presentations delivered</li> <li>• Number of website updates (bi-monthly)</li> <li>• Number of meetings attended</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>• All presentations will be done based on current updates</li> <li>• All website updates must be accurate and based on current information</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Meetings- quarterly</li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                            | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 3-6                                                                  | 3-6                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 6                                                                    | 6                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2-4                                                                  | 2-4                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                                 | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                                 | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                                 | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100%                                                                 | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>\$12,878</b>                                                      | <b>\$14,657</b>           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Related Broad Outcome:</b><br><br>6. A Fit and Healthy Population |                           |



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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------|
| <b>MRC 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Larviciding Programme to Control Mosquitoes</b> | <b>\$2,214,623</b>       |
| <b>Description</b><br>Maintain the capability to carry out a Larviciding programme to control swamp-breeding mosquitoes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                    |                          |
| <b>Measures</b><br><br><b>Quantity</b><br>Maintain the capability to apply larvicide to swamp breeding sites (aerial and ground based) up to the following levels: <ul style="list-style-type: none"> <li>• Aerial Sorties</li> <li>• Ground Applications</li> <li>• Area treated (in hectares)</li> </ul><br><b>Quality</b><br>Applications conform to the Operations Manual and other relevant guidelines<br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Ongoing throughout period. Provide capability to make larvicide applications at any time, as environmental conditions require</li> <li>• Applications completed within departmental timescale</li> </ul><br><b>Location</b><br>Grand Cayman, Cayman Brac (no aerial applications in CB)<br><b>Cost</b> | <b>2013/14 Budget</b>                              | <b>2012/13 Actual</b>    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                    |                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 50-70                                              | 50-70                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 30-70                                              | 30-70                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Up to 15,000h                                      | Up to 15,000             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                               | 100%                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capability Provided 100%                           | Capability Provided 100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100%                                               | 100%                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$2,214,623</b>                                 | <b>\$2,243,949</b>       |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                    |                          |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------|
| <b>MRC 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Adulticiding Programme to Control Mosquitoes</b> | <b>\$1,654,872</b>    |
| <b>Description</b><br>Maintain capability to carry out an adulticiding programme to control swamp-breeding mosquitoes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                     |                       |
| <b>Measures</b><br><br><b>Quantity</b><br>Maintain capability to carry out adulticide operations against mosquitoes (aerial and ground based) up to the following levels: <ul style="list-style-type: none"> <li>Aerial Sorties</li> <li>Ground applications</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Ongoing throughout period. Capability to make adulticide treatments maintained as necessary during the period (i.e. at any time of day or night, seven days per week)</li> <li>Applications made within timescale set by Director</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Meetings- bi-monthly/monthly</li> </ul> <b>Location</b><br>Grand Cayman, Cayman Brac, Little Cayman; No aerial applications in Cayman Brac or Little Cayman | <b>2013/14 Budget</b>                               | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 30-60                                               | 30-55                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200-300                                             | 200-300               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Capability Provided                                 | Capability Provided   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                                | 100%                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>\$1,654,872</b>                                  | <b>\$1,935,130</b>    |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                     |                       |

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|----------------------------------------------------------------------------------|------------------------------------------|---------------------------|
| <b>MRC 8</b>                                                                     | <b>Mosquito Control Call-Out Service</b> | <b>\$168,368</b>          |
| <b>Description</b><br>Mosquito control call-out service                          |                                          |                           |
| <b>Measures</b>                                                                  | <b>2013/14<br/>Budget</b>                | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>• Number of call-out requests                                 | 150-250                                  | 150-200                   |
| <b>Quality</b><br>Call-out requests responded to and mosquito complaint resolved | 100%                                     | 100%                      |
| <b>Timeliness</b><br>Respond to call-out request within 24 hours                 | 100%                                     | 100%                      |
| <b>Location</b><br>Grand Cayman                                                  | 100%                                     | 100%                      |
| <b>Cost</b>                                                                      | <b>\$168,368</b>                         | <b>\$167,070</b>          |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                 |                                          |                           |

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| <b>MRC 11</b>                                                                                                                                                                                                                                                                                   | <b>Scientific Advice on Mosquito Matters</b> | <b>\$109,665</b>          |
| <b>Description</b><br>Provision of advice to Ministers, Government Departments, and others, on matters regarding mosquito control, related scientific matters, and the Mosquito Research and Control Law and Regulations.                                                                       |                                              |                           |
| <b>Measures</b><br><br><i><b>Quantity</b></i><br>Number of pieces of advice<br><br><i><b>Quality</b></i><br>Supervisor sign-off where appropriate<br><br><i><b>Timeliness</b></i><br>Request completed on agreed time<br><br><i><b>Location</b></i><br>Cayman Islands<br><br><i><b>Cost</b></i> | <b>2013/14<br/>Budget</b>                    | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                 | 19-49                                        | 19-49                     |
|                                                                                                                                                                                                                                                                                                 | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                 | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                 | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                 | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                 | <b>\$109,665</b>                             | <b>\$153,581</b>          |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                |                                              |                           |

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| <b>MRC 12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Mosquito Control Education Programme</b> | <b>\$254,340</b>          |
| <b>Description</b><br>Provide education programme to promote awareness of mosquito control methods and public safety.                                                                                                                                                                                                                                                                                                                                                        |                                             |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of visits / presentations</li> <li>Number of press releases</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Visits/presentations carried out by qualified personnel</li> <li>Press releases completed to departmental standards</li> </ul> <b>Timeliness</b><br>Completed according to departmental schedule<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                   | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3-8                                         | 3-8                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 5-10                                        | 5-10                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                        | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>\$254,340</b>                            | <b>\$105,833</b>          |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                             |                                             |                           |

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| <b>MRC 14</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Non-Chemical Control Mosquitoes</b> | <b>\$184,525</b>          |
| <b>Description</b><br>Programme to control swamp-breeding mosquitoes by non-chemical (physical and biological) means, including the annual hatch and strand programme.                                                                                                                                                                                                                                                                                                                                                                                                          |                                        |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Hectares of canalized swamp maintained</li> <li>Number of swamp flooded and drained</li> </ul><br><b>Quality</b><br>Operations to be completed with supervisor sign-off and in compliance with the operational plan<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Service provided throughout period, five days per week</li> <li>Operations completed within timescale set by supervisor</li> </ul><br><b>Location</b><br>Grand Cayman (Canal/Dyke network)<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>              | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1,500h                                 | 1,500h                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2                                      | 2                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                   | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$184,525</b>                       | <b>\$380,527</b>          |
| <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                        |                           |

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| <b>MRC 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Disease Prevention and Control</b>                            | <b>\$1,140,259</b>        |
| <b>Description</b><br>Programme to reduce the number of disease vector mosquitoes, monitor populations of these species, and prevent the importation of disease-carrying mosquitoes.                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                  |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of ovipots collected</li> <li>Yards Surveyed</li> <li>Treatment of arriving aircrafts, vessels, vehicles and containers</li> </ul><br><b>Quality</b><br>Operations to conform with Operations Manual Guidelines<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Provide service throughout year, as required</li> <li>Operations completed within timelines set by Supervisor</li> </ul><br><b>Location</b><br>Grand Cayman, Cayman Brac, and Little Cayman (disinsection of containers only)<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                        | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5,000-6,000                                                      | 5,000-6,000               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 20,000-30,000                                                    | 20,000-30,000             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 3,500-4,000                                                      | 3,500-4,000               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                                             | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                                             | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                                             | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                                             | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$1,140,259</b>                                               | <b>\$1,299,816</b>        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Related Broad Outcome:</b><br>6. A Fit and Healthy Population |                           |

## 6. PAYMENT ARRANGEMENTS

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Cabinet will pay the Ministry of Health, Youth, Sports and Culture for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Minister of Health, Youth, Sports and Culture. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>MHE 1<br/>\$</b> | <b>MHE 2<br/>\$</b> | <b>MHE 3<br/>\$</b> | <b>MHE 7<br/>\$</b> | <b>EVH 1<br/>\$</b> | <b>EVH 5<br/>\$</b> | <b>EVH 8<br/>\$</b> | <b>EVH 9<br/>\$</b> |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| July         | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| August       | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| September    | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| October      | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| November     | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| December     | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| January      | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| February     | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| March        | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| April        | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| May          | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| June         | 63,493              | 31,808              | 40,898              | 22,753              | 10,020              | 142,249             | 22,408              | 30,260              |
| <b>TOTAL</b> | <b>761,918</b>      | <b>381,697</b>      | <b>490,777</b>      | <b>273,036</b>      | <b>120,240</b>      | <b>1,706,986</b>    | <b>268,900</b>      | <b>363,117</b>      |



| MONTH        | EVH 10<br>\$   | EVH 11<br>\$   | EVH 14<br>\$   | EVH 15<br>\$   | EVH 17<br>\$   | EVH 18<br>\$     | DSP 9<br>\$      | DSP 10<br>\$     |
|--------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|------------------|
| July         | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| August       | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| September    | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| October      | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| November     | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| December     | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| January      | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| February     | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| March        | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| April        | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| May          | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| June         | 32,745         | 10,658         | 11,508         | 9,091          | 31,806         | 107,289          | 98,718           | 211,518          |
| <b>TOTAL</b> | <b>392,936</b> | <b>127,890</b> | <b>138,095</b> | <b>109,095</b> | <b>381,671</b> | <b>1,287,471</b> | <b>1,184,614</b> | <b>2,538,219</b> |

| MONTH        | DSP 11<br>\$   | CAD 4<br>\$    | CAD 6<br>\$   | YSU 7<br>\$    | YSU 8<br>\$    | HRB 9<br>\$   | HRB 10<br>\$   | HRB 11        |
|--------------|----------------|----------------|---------------|----------------|----------------|---------------|----------------|---------------|
| July         | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| August       | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| September    | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| October      | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| November     | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| December     | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| January      | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| February     | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| March        | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| April        | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| May          | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| June         | 8,472          | 18,696         | 3,933         | 10,347         | 21,337         | 6,178         | 18,803         | 7,469         |
| <b>TOTAL</b> | <b>101,661</b> | <b>224,355</b> | <b>47,199</b> | <b>124,166</b> | <b>256,040</b> | <b>74,132</b> | <b>225,638</b> | <b>89,628</b> |

| <b>MONTH</b> | <b>HRB 12<br/>\$</b> | <b>HRB 13<br/>\$</b> | <b>HRB 14<br/>\$</b> | <b>HRB 15<br/>\$</b> | <b>HRB 16<br/>\$</b> | <b>HRB 17<br/>\$</b> | <b>HRB 18<br/>\$</b> | <b>MRC 3</b>     |
|--------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------|
| July         | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| August       | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| September    | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| October      | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| November     | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| December     | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| January      | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| February     | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| March        | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| April        | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| May          | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| June         | 2,550                | 6,344                | 18,205               | 15,744               | 1,176                | 2,591                | 1,073                | 184,552          |
| <b>TOTAL</b> | <b>30,596</b>        | <b>76,123</b>        | <b>218,462</b>       | <b>188,927</b>       | <b>14,106</b>        | <b>31,093</b>        | <b>12,878</b>        | <b>2,214,623</b> |

| <b>MONTH</b> | <b>MRC 4<br/>\$</b> | <b>MRC 8<br/>\$</b> | <b>MRC 11<br/>\$</b> | <b>MRC 12<br/>\$</b> | <b>MRC 14<br/>\$</b> | <b>MRC 15<br/>\$</b> |
|--------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| July         | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| August       | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| September    | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| October      | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| November     | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| December     | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| January      | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| February     | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| March        | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| April        | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| May          | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| June         | 137,906             | 14,031              | 9,139                | 21,195               | 15,377               | 95,022               |
| <b>TOTAL</b> | <b>1,654,872</b>    | <b>168,368</b>      | <b>109,665</b>       | <b>254,340</b>       | <b>184,525</b>       | <b>1,140,259</b>     |



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

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Ms. Jennifer Ahearn, JP**

**Chief Officer**

Ministry of Health, Youth, Sports and Culture

October 4 2013

Ministry of Health, Sports, Youth & Culture  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

**MINISTRY OF HEALTH, ENVIRONMENT, YOUTH, SPORTS &  
 CULTURE**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                      |      | 2013/14<br>Budget | 2012/13<br>Actual | 2011/12<br>Actual |
|--------------------------------------|------|-------------------|-------------------|-------------------|
|                                      | Note | \$000             | \$000             | \$000             |
| <b>Current Assets</b>                |      |                   |                   |                   |
| Cash and cash equivalents            | 1    | 9,125             | 7,375             | 6,324             |
| Trade receivables                    | 2    | 1,343             | 1,343             | 8,801             |
| Other receivables                    |      | 39                | 39                |                   |
| Prepayments                          |      | 0                 |                   |                   |
| <b>Total Current Assets</b>          |      | <b>10,506</b>     | <b>8,756</b>      | <b>15,125</b>     |
| <b>Non-Current Assets</b>            |      |                   |                   |                   |
| Property, plant and equipment        | 6    | 25,573            | 20,776            | 19,213            |
| <b>Total Non-Current Assets</b>      |      | <b>25,573</b>     | <b>20,776</b>     | <b>19,213</b>     |
| <b>Total Assets</b>                  |      | <b>36,079</b>     | <b>29,532</b>     | <b>34,338</b>     |
| <b>Current Liabilities</b>           |      |                   |                   |                   |
| Trade payables                       | 7    | 417               | 417               | 1,636             |
| Other payables and accruals          | 7    | 386               | 386               | 46                |
| Unearned revenue                     |      | 148               | 148               | 0                 |
| Employee entitlements                | 8    | 114               | 114               | 286               |
| Repayment of surplus                 |      | 2,210             | 2,210             | 2,210             |
| <b>Total Current Liabilities</b>     |      | <b>3,275</b>      | <b>3,275</b>      | <b>4,178</b>      |
| <b>Non-Current Liabilities</b>       |      |                   |                   |                   |
| Other payables and accruals          |      | 0                 | 0                 | 0                 |
| <b>Total Non-Current Liabilities</b> |      | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>Total Liabilities</b>             |      | <b>3,275</b>      | <b>3,275</b>      | <b>4,178</b>      |
| <b>Net Assets</b>                    |      | <b>32,804</b>     | <b>26,257</b>     | <b>30,160</b>     |
| <b>NET WORTH</b>                     |      |                   |                   |                   |
| Contributed capital                  |      | 36,383            | 29,977            | 25,067            |
| Accumulated<br>surpluses/(deficits)  |      | (3,580)           | (3,719)           | 5,094             |
| <b>Total Net Worth</b>               |      | <b>32,803</b>     | <b>26,258</b>     | <b>30,161</b>     |

**MINISTRY OF HEALTH, ENVIRONMENT, YOUTH, SPORTS &  
CULTURE  
STATEMENT OF FINANCIAL  
PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                           |           | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|---------------------------------------------------------------------------|-----------|-------------------------------------|-------------------------------------|-------------------------------------|
| <b>Revenue</b>                                                            |           |                                     |                                     |                                     |
| Sale of goods and services                                                | <b>8</b>  | 21,573                              | 19,930                              | 23,384                              |
| <b>Total Revenue</b>                                                      |           | <b>21,573</b>                       | <b>19,930</b>                       | <b>23,384</b>                       |
| <b>Expenses</b>                                                           |           |                                     |                                     |                                     |
| Personnel costs                                                           | <b>11</b> | 12,535                              | 11,725                              | 12,381                              |
| Supplies and consumables                                                  | <b>12</b> | 7,043                               | 5,509                               | 7,015                               |
| Depreciation                                                              | <b>5</b>  | 1,609                               | 1,169                               | 1,553                               |
| Litigation costs                                                          | <b>13</b> | 245                                 | 211                                 | 221                                 |
| (Gains) / losses on foreign exchange transactions                         | <b>14</b> | 2                                   | 0                                   | 3                                   |
| (Gains) / losses on disposal/revaluation of property, plant and equipment | <b>14</b> | 0                                   | 1,655                               | 8                                   |
| Extraordinary items                                                       |           |                                     | 0                                   | 0                                   |
| <b>Total Expenses</b>                                                     |           | <b>21,434</b>                       | <b>20,269</b>                       | <b>21,181</b>                       |
| <b>Surplus or (Deficit) for the period</b>                                |           | <b>139</b>                          | <b>(339)</b>                        | <b>2,203</b>                        |

**MINISTRY OF HEALTH, ENVIRONMENT, YOUTH, SPORTS & CULTURE**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                     | <b>Note</b> | <b>2013/1<br/>4<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-----------------------------------------------------|-------------|------------------------------------------|-------------------------------------|-------------------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>         |             |                                          |                                     |                                     |
| <b>Receipts</b>                                     |             |                                          |                                     |                                     |
| Outputs to Cabinet                                  |             | 17,968                                   | 18,344                              | 19,052                              |
| Outputs to other government agencies                |             | 71                                       | 46                                  |                                     |
| Sale of goods and services - third party            |             | 3,525                                    | 3,755                               | 382                                 |
| Other receipts                                      |             | 9                                        | 0                                   |                                     |
| <b>Payments</b>                                     |             |                                          |                                     |                                     |
| Personnel costs                                     |             | (12,535)                                 | (11,725)                            | (12,381)                            |
|                                                     |             | )                                        |                                     |                                     |
| Supplies and consumables                            |             | (7,043)                                  | (5,509)                             | (7,015)                             |
| Other payments                                      |             | (245)                                    | (211)                               | (221)                               |
| <b>Net cash flows from operating activities</b>     | <b>17</b>   | <b>1,750</b>                             | <b>4,701</b>                        | <b>(183)</b>                        |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>         |             |                                          |                                     |                                     |
| Purchase of property, plant and equipment           |             | (6,406)                                  | (128)                               | (440)                               |
| Proceeds from sale of property, plant and equipment |             |                                          |                                     |                                     |
| Purchase of sale of investments                     |             |                                          |                                     |                                     |
| Proceeds from sale of investments                   |             |                                          |                                     |                                     |
| Cash advances                                       |             |                                          |                                     |                                     |
| Cash receipts from repayment of advances            |             |                                          |                                     |                                     |
| <b>Net cash flows from investing activities</b>     |             | <b>(6,406)</b>                           | <b>(128)</b>                        | <b>(440)</b>                        |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>         |             |                                          |                                     |                                     |
| Equity Investment                                   |             | 6,406                                    | 128                                 | 440                                 |
| Repayment of Surplus                                |             |                                          |                                     |                                     |
| Capital withdrawal                                  |             |                                          |                                     |                                     |
| <b>Net cash flows from financing activities</b>     |             | <b>6,406</b>                             | <b>128</b>                          | <b>440</b>                          |
| <b>Net increase in cash and cash equivalents</b>    |             | <b>1,750</b>                             | <b>4,701</b>                        | <b>(183)</b>                        |
| Cash and cash equivalents at beginning of period    |             | 7,375                                    | 2,673                               | 2,856                               |
| <b>Cash and cash equivalents at end of period</b>   | <b>1</b>    | <b>9,125</b>                             | <b>7,374</b>                        | <b>2,673</b>                        |

**MINISTRY OF HEALTH, ENVIRONMENT, YOUTH, SPORTS & CULTURE**  
**STATEMENT OF CHANGES IN NET WORTH**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | <b>Attributable to Cayman Islands Government</b> |                                         |                        |
|----------------------------------------------------------------|--------------------------------------------------|-----------------------------------------|------------------------|
|                                                                | <b>Contributed Capital</b>                       | <b>Accumulated Surplus / (deficits)</b> | <b>Total Net Worth</b> |
|                                                                | <b>\$000</b>                                     | <b>\$000</b>                            | <b>\$000</b>           |
| <b>Balance at 30 June 2012</b>                                 | 18,021                                           | (1,097)                                 | 16,924                 |
| Prior Year Adjustments                                         | 3,196                                            | (1,241)                                 | 1,955                  |
| Restated balance                                               | 21,217                                           | (2,338)                                 | 18,879                 |
| <b>Changes in net worth for 2012/13</b>                        |                                                  |                                         |                        |
| Gain on property revaluation                                   |                                                  | (2,047)                                 | (2,047)                |
| Transfers                                                      | 8,632                                            | 607                                     | 9,239                  |
| Equity Investment from Cabinet                                 | 128                                              |                                         | 128                    |
| <b>Net revenue / expenses recognised directly in net worth</b> | 8,760                                            | (1,440)                                 | 7,320                  |
| Surplus for the period 2012/13                                 |                                                  | 58                                      | 58                     |
| <b>Total recognised revenues and expenses for the period</b>   | 8,760                                            | (1,382)                                 | 7,379                  |
| <b>Balance at 30 June 2013 carried forward</b>                 | 29,977                                           | (3,719)                                 | 26,258                 |
|                                                                | <b>Contributed Capital</b>                       | <b>Accumulated Surplus / (deficits)</b> | <b>Total Net Worth</b> |
|                                                                | <b>\$000</b>                                     | <b>\$000</b>                            | <b>\$000</b>           |
| <b>Balance at 30 June 2013 brought forward</b>                 | 29,977                                           | (3,719)                                 | 26,258                 |
| <b>Changes in net worth for 2013/14</b>                        |                                                  |                                         |                        |
| Restated balance                                               | 29,977                                           | (3,719)                                 | 26,258                 |
| <b>Changes in net worth for 2013/14</b>                        |                                                  |                                         |                        |
| Equity Investment from Cabinet                                 | 6,406                                            |                                         | 6,406                  |
| Repayment of surplus to Cabinet                                |                                                  |                                         | 0                      |
| <b>Net revenue / expenses recognised directly in net worth</b> | 6,406                                            | 0                                       | 6,406                  |
| Deficit for the period 2013/14                                 |                                                  | 139                                     | 139                    |
| <b>Total recognised revenues and expenses for the period</b>   | 6,406                                            | 139                                     | 6,545                  |
| <b>Balance at 30 June 2014</b>                                 | 36,383                                           | (3,580)                                 | 32,803                 |

**Note 1: Cash and cash equivalents**

| Description                                                   | Foreign Currency | Exchange Rate | 2013/14 Budget |
|---------------------------------------------------------------|------------------|---------------|----------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           |                  |               | 0              |
| Cash in transit (IRIS Remittance Account)                     |                  |               | 18             |
| CI\$ Operational Current Account held at Royal Bank of Canada |                  |               | 8,606          |
| US\$ Operational Current Account held at Royal Bank of Canada | 105,821          | 0.8375        | 347            |
| Payroll Current Account held at Royal Bank of Canada          |                  |               | (1)            |
| CI\$ Grants current account held at Royal Bank of Canada      |                  |               | 153            |
| Fixed Deposits held with Treasury (less than 90 days)         |                  |               | 0              |
| <b>TOTAL</b>                                                  |                  |               | <b>9,125</b>   |



**Note 2: Trade and other receivables**

| <b>Trade Receivables</b>             | <b>2013/14 Budget</b> | <b>2012/13 Actual</b> | <b>2011/12 Actual</b> |
|--------------------------------------|-----------------------|-----------------------|-----------------------|
| Sale of goods and services           | 1,343                 | 1,343                 | 6                     |
| Outputs to Cabinet                   | (0)                   | 0                     | 798                   |
| Outputs to other government agencies | 0                     |                       | 1                     |
| Less: provision for doubtful debts   | 0                     |                       | 0                     |
| <b>Total trade receivables</b>       | <b>1,343</b>          | <b>1,343</b>          | <b>804</b>            |

| <b>Other Receivables</b>                | <b>2012/13 Budget</b> | <b>2011/12 Est. Actual</b> | <b>2010/11 Actual</b> |
|-----------------------------------------|-----------------------|----------------------------|-----------------------|
| Advances (salary, Official Travel, etc) | 0                     | 0                          | 0                     |
| Dishonoured cheques                     | 0                     | 0                          | 0                     |
| Other                                   | 38                    | 39                         | 0                     |
| <b>Total other receivables</b>          | <b>39</b>             | <b>39</b>                  | <b>0</b>              |

|                       | <b>Trade Receivables</b> | <b>Prior Year Impairment</b> | <b>Net</b>   |
|-----------------------|--------------------------|------------------------------|--------------|
| Current               | 1,343                    |                              | 1,343        |
| Past due 1-30 days    |                          |                              | 0            |
| Past due 31-60 days   |                          |                              | 0            |
| Past due 61-90 days   |                          |                              | 0            |
| Past due 90 and above |                          |                              | 0            |
| <b>Total</b>          | <b>1,343</b>             | <b>0</b>                     | <b>1,343</b> |

**COST**

|                                   | <i>Buildings</i> | <i>Motor Vehicles</i> | <i>Boats</i> | <i>Aircraft</i> | <i>Furn &amp; Fittings</i> | <i>Comp Equip</i> | <i>Office Equip</i> | <i>Other Assets</i> | <i>Assets in progress</i> | <i>Total</i> |
|-----------------------------------|------------------|-----------------------|--------------|-----------------|----------------------------|-------------------|---------------------|---------------------|---------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  | 14,686           | 829                   | 893          |                 | 336                        | 245               | 80                  | 524                 | 143                       | 17,736       |
| Additions                         | 258              | 0                     | 24           |                 | 2                          | 8                 | 0                   | 1                   | 0                         | 293          |
| Revaluations                      | (11,240)         | 0                     | 0            |                 | 0                          | 0                 | 0                   | 0                   | 0                         | (11,240)     |
| Disposals                         | (34)             | (24)                  | 0            |                 | (66)                       | (13)              | (15)                | 0                   | (105)                     | (256)        |
| Transfers                         | 14,990           | 7,037                 | (902)        | 1,638           | (16)                       | (58)              | 61                  | 3,096               | (22)                      | 25,824       |
| <b>Balance as at 30 June 2013</b> | 18,659           | 7,842                 | 15           | 1,638           | 256                        | 182               | 127                 | 3,621               | 17                        | 32,356       |

|                                   | <i>Buildings</i> | <i>Motor Vehicles</i> | <i>Boats</i> | <i>Aircraft</i> | <i>Furn &amp; Fittings</i> | <i>Comp Equip</i> | <i>Office Equip</i> | <i>Other Assets</i> | <i>Assets in progress</i> | <i>Total</i> |
|-----------------------------------|------------------|-----------------------|--------------|-----------------|----------------------------|-------------------|---------------------|---------------------|---------------------------|--------------|
| <b>Balance as at 1 July 2013</b>  | 18,659           | 7,842                 | 15           | 1,638           | 256                        | 182               | 127                 | 3,621               | 17                        | 32,356       |
| Additions                         | 3,721            | 1,175                 | 0            |                 | 0                          | 0                 | 0                   | 510                 | 1,000                     | 6,406        |
| <b>Balance as at 30 June 2014</b> | 22,380           | 9,017                 | 15           | 1,638           | 256                        | 182               | 127                 | 4,131               | 1,017                     | 38,762       |

**Accumulated Depreciation and Impairment Losses**

|                                   | <i>Buildings</i> | <i>Motor Vehicles</i> | <i>Boats</i> | <i>Aircraft</i> | <i>Furn &amp; Fittings</i> | <i>Comp Equip</i> | <i>Office Equip</i> | <i>Other Assets</i> | <i>Work in progress</i> | <i>Total</i> |
|-----------------------------------|------------------|-----------------------|--------------|-----------------|----------------------------|-------------------|---------------------|---------------------|-------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  | 3,125            | 663                   | 494          |                 | 146                        | 221               | 75                  | 409                 | 0                       | 5,133        |
| Transfers                         | 6,188            | 6,663                 | (569)        | 88              | 14                         | (28)              | 57                  | 2,145               | 0                       | 14,558       |
| Disposal 12/13                    | (9,204)          | (22)                  | 0            |                 | (24)                       | (14)              | (15)                | (0)                 | 0                       | (9,279)      |
| Depreciation Expense 2012/13      | 956              | 66                    | 80           |                 | 17                         | 15                | 2                   | 32                  | 0                       | 1,169        |
| <b>Balance as at 30 June 2013</b> | 1,065            | 7,371                 | 5            | 88              | 153                        | 193               | 119                 | 2,586               | 0                       | 11,580       |

|                                   | <i>Buildings</i> | <i>Motor Vehicles</i> | <i>Boats</i> | <i>Aircraft</i> | <i>Furn &amp; Fittings</i> | <i>Comp Equip</i> | <i>Office Equip</i> | <i>Other Assets</i> | <i>Work in progress</i> | <i>Total</i> |
|-----------------------------------|------------------|-----------------------|--------------|-----------------|----------------------------|-------------------|---------------------|---------------------|-------------------------|--------------|
| <b>Balance as at 1 July 2013</b>  | 1,065            | 7,371                 | 5            | 88              | 153                        | 193               | 119                 | 2,586               | 0                       | 11,580       |
| Depreciation Expense 2013/14      | 949              | 338                   | 5            | 10              | 23                         | 21                | 10                  | 252                 | 0                       | 1,609        |
| <b>Balance as at 30 June 2014</b> | 2,014            | 7,709                 | 10           | 98              | 176                        | 215               | 129                 | 2,839               | 0                       | 13,189       |

|                                    |        |     |    |       |     |      |   |       |    |        |
|------------------------------------|--------|-----|----|-------|-----|------|---|-------|----|--------|
| <b>Net Book value 30 June 2013</b> | 17,594 | 471 | 10 | 1,550 | 103 | (11) | 7 | 1,035 | 17 | 20,776 |
|------------------------------------|--------|-----|----|-------|-----|------|---|-------|----|--------|

|                                    |        |       |   |       |    |      |     |       |       |        |
|------------------------------------|--------|-------|---|-------|----|------|-----|-------|-------|--------|
| <b>Net Book value 30 June 2014</b> | 20,366 | 1,308 | 5 | 1,540 | 80 | (33) | (2) | 1,292 | 1,017 | 25,573 |
|------------------------------------|--------|-------|---|-------|----|------|-----|-------|-------|--------|

Summary of major projects in work-in-progress:

| <b>Prior year</b> | <b>Description</b>             |  |  |  | <b>Current year</b> |
|-------------------|--------------------------------|--|--|--|---------------------|
|                   | <b>Waste Management System</b> |  |  |  | <b>1,000</b>        |

**Note 7: Trade payables, other payables & Accruals**

|                                                          | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> | <b>2011/12<br/>Actual</b> |
|----------------------------------------------------------|---------------------------|---------------------------|---------------------------|
|                                                          | <b>\$000</b>              | <b>\$000</b>              | <b>\$000</b>              |
| Creditors                                                | 417                       | 417                       | 80                        |
| Creditors Ministries/Portfolios                          |                           |                           |                           |
| Creditors other government agencies                      |                           |                           |                           |
| <b>Total trade payables</b>                              | <b>417</b>                | <b>417</b>                | <b>80</b>                 |
| Payroll Deductions                                       | 43                        | 50                        | 45                        |
| Operating Lease                                          |                           |                           |                           |
| Accrued Expenses                                         | 335                       | 335                       | 1143                      |
| Other payables                                           | 7                         | 1                         |                           |
| <b>Total other payables and accruals</b>                 | <b>386</b>                | <b>386</b>                | <b>1,188</b>              |
| <b>Total trade payables, other payables and accruals</b> | <b>803</b>                | <b>803</b>                | <b>1,268</b>              |

**Note 8: Employee entitlements**

|                                                                     | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|
|                                                                     | <b>\$000</b>              | <b>\$000</b>              | <b>\$000</b>              |
| <b><i>Current employee entitlements are represented by:</i></b>     |                           |                           |                           |
| · Annual Leave                                                      | 114                       | 114                       | 38                        |
| · Retirement and long service leave                                 |                           |                           | 113                       |
| · Accrued salaries                                                  | 0                         |                           |                           |
| · Travel                                                            | 0                         |                           |                           |
|                                                                     |                           |                           |                           |
| <b>Total current portion</b>                                        | <b>114</b>                | <b>114</b>                | <b>151</b>                |
| <b><i>Non-current employee entitlements are represented by:</i></b> |                           |                           |                           |
| · Retirement and long service leave                                 |                           |                           |                           |
|                                                                     |                           |                           |                           |
| <b>Total employee entitlements</b>                                  | <b>114</b>                | <b>114</b>                | <b>151</b>                |

**Note 9a: Sales of Goods & Services**

|                                          | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <b>Revenue type</b>                      |                                     |                                     |                                     |
| Outputs to Cabinet 1                     | 17,968                              | 16,050                              | 9,218                               |
| Outputs to other government agencies 2   | 71                                  | 46                                  | 15                                  |
| Fees and charges 3                       | 3,525                               | 3,755                               |                                     |
| General sales 3                          |                                     |                                     |                                     |
| Rentals 3                                |                                     |                                     |                                     |
| Other 3                                  | 9                                   | 78                                  | 97                                  |
|                                          |                                     |                                     |                                     |
| <b>Total sales of goods and services</b> | <b>21,573</b>                       | <b>19,930</b>                       | <b>9,330</b>                        |

**Note 12: Personnel costs**

|                                | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Salaries, wages and allowances | 9,724                               | 9,201                               | 5,199                               |
| Health care                    | 2,211                               | 2,023                               | 718                                 |
| Pension                        | 539                                 | 466                                 | 285                                 |
| Leave                          | 20                                  | 26                                  | (40)                                |
| Other personnel related costs  | 42                                  | 9                                   | 7                                   |
| <b>Total Personnel Costs</b>   | <b>12,535</b>                       | <b>11,725</b>                       | <b>6,171</b>                        |

**Note 13: Supplies and consumables**

| <b>Description</b>                      | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-----------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Supplies and Materials                  | 2,608                               | 2,097                               | 2,409                               |
| Purchase of services                    | 2,313                               | 1,862                               | 2,292                               |
| Lease of Property and Equipment         | 136                                 | 132                                 | 235                                 |
| Utilities                               | 997                                 | 714                                 | 542                                 |
| General Insurance                       | 764                                 | 611                                 | 556                                 |
| Interdepartmental expenses              | 67                                  | 2                                   | 645                                 |
| Travel and Subsistence                  | 73                                  | 27                                  | 63                                  |
| Recruitment and Training                | 62                                  | 46                                  | 26                                  |
| Other                                   | 22                                  | 18                                  | 471                                 |
| <b>Total Supplies &amp; consumables</b> | <b>7,043</b>                        | <b>5,509</b>                        | <b>7,239</b>                        |

**Note 15: Litigation cost**

The Attorney General's Office provides litigation services to the Ministry. However, for the budget year ending 30 June 2014 the use of legal services from outside of the Government will be authorised by the Attorney General's Office. The costs of these services: \$245,367 in 2013 and \$210,918 in 2013.

**Note 16: (Gains) / losses**

During the period the Ministry disposed of Furniture, Computers & Office Equipment that were surplus items or obsolete. The net loss on Furniture, Computers & Office Equipment disposals was \$0 [2010/11: \$32,636]. Approval was obtained to dispose of these assets.

| <b>Description</b>                                    | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Net loss on disposal of property, plant and equipment |                                     | 0                                   | 0                                   |
| Net gain on foreign exchange                          |                                     | 0                                   | 3                                   |
| <b>Total (gains) / losses</b>                         | <b>0</b>                            | <b>0</b>                            | <b>3</b>                            |

**Note 17: Reconciliation of net cash flows from operating activities to surplus/(deficit)**

| Description                                                  | 2013/14<br>Budget<br>\$000 | 2012/13<br>Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------------------------------|----------------------------|----------------------------|----------------------------|
| <b>Surplus/(deficit) from ordinary activities</b>            | <b>139</b>                 | <b>(339)</b>               | <b>2,203</b>               |
| <b>Non-cash movements</b>                                    |                            |                            |                            |
| Depreciation expense                                         | 1,609                      | 1,169                      | 1,553                      |
| (Gain)/losses on sale of property plant and equipment        | 0                          |                            |                            |
| Foreign exchange gains/(losses)                              | 2                          |                            |                            |
| <b>Changes in current assets and liabilities:</b>            |                            |                            |                            |
| (Increase)/decrease in other current assets                  | 0                          | 3872                       | (2,580)                    |
| (Increase)/decrease in receivables                           | 0                          |                            | -97                        |
| (Increase)/decrease in receivables - Cabinet                 | 0                          |                            |                            |
| Increase/(decrease) in payables                              | 0                          |                            | -1262                      |
| Increase/(decrease) in provisions relating to employee costs | 0                          |                            |                            |
| <b>Net cash flows from operating activities</b>              | <b>1,750</b>               | <b>4,702</b>               | <b>(183)</b>               |



## **Note 21: Related party and key management personnel disclosures**

### ***Related party disclosure***

The Ministry is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2013 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

### ***Key management personnel***

Key management personnel, defined as Ministers of the Government, are also considered to be related parties.

| <b>Description</b>                            |  | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-----------------------------------------------|--|-------------------------------------|-------------------------------------|-------------------------------------|
| Salaries & other short-term employee benefits |  | <b>1,392</b>                        | <b>1,289</b>                        | <b>1,273</b>                        |
| Past employee benefits                        |  |                                     |                                     |                                     |
| Other long-term benefits                      |  |                                     |                                     |                                     |
| Termination benefits                          |  |                                     |                                     |                                     |
| Loans                                         |  |                                     |                                     |                                     |
| Total                                         |  | <b>1,392</b>                        | <b>1,289</b>                        | <b>1,273</b>                        |

Loans are not granted to key management personnel.

## **NOTE 22: Financial instrument risks**

The Ministry is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

### **Credit risk**

In the normal course of its business the Ministry is subject to credit risk from debtors other than the Cabinet. The Ministry does not have significant concentrations of credit risk for its other financial instruments.

### **Currency and interest rate risk**

The Ministry has no significant exposure to currency exchange loss risk and interest rate risk.

**Liquidity risk**

In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry maintains a target level of available cash to meet liquidity requirements.

All of the Ministry financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# **ANNUAL BUDGET STATEMENT**

## **PORTFOLIO OF THE CIVIL SERVICE**

**FOR THE FINANCIAL YEAR**

**ENDING 30 JUNE 2014**

**PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)**

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

7. Nature and Scope of Activities
8. Strategic Ownership Goals
9. Ownership Performance Targets
10. Equity Investments and Withdrawals

### **PART B: Output Performance**

11. Outputs to be Delivered
12. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE DEPUTY GOVERNOR

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

---

**Honourable Franz Manderson, Cert Hon, JP**  
**Deputy Governor**

Portfolio of the Civil Service

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

---

**Mr. Ian Fenton**  
**Acting Chief Officer**

Portfolio of the Civil Service

October 4 2013

# PART A

## OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

---

### General Nature of Activities

The Portfolio of the Civil Service (PoCS) is responsible for supporting Her Excellency the Governor and the Deputy Governor in the governance of the public service. The PoCS also provides advice, guidance and support for public sector agencies in order to improve their performance. The Portfolio delivers a variety of services to the public through the Legislative Department, the Elections Office the Commissions Secretariat in support of the Constitution.

### Scope of Activities

#### Strategic Human Resource Services

- Policy advice and support relating to service-wide, human resource policies and practices for the civil service and the personnel functions of the Governor and the Head of the Civil Service.
- Development and maintenance of legislation and regulations governing civil service HR practices.
- Advice to civil service agencies to support the effective implementation of the PSML and Personnel Regulations.
- Promotion of the public service values and public servant's code of conduct.
- Job evaluation assessments for civil service positions.
- Monitoring trends and developments in HR matters across the service as a whole, including reports on service-wide trends and data
- Providing professional advice on the potential HR impacts and implications of Government proposals and initiatives and other developments within the civil service
- Development of capability and promotion of HR best practice across the civil service.
- Management of compensation and benefits

#### Operational Human Resource Services

- Technical and administrative support to the Head of the Civil Service (and where relevant the Governor) in relation to Chief Officer HR matters including appointment, remuneration, dismissal, succession planning, and performance agreement and performance assessments of Chief Officers, and in relation to civil service entity staff HR matters.
- HR services for Ministries and Portfolios as required including recruitment, job analysis and the preparation of job descriptions, records management, succession planning and advice on specific HR matters.

#### Human Resource Audit Services

- Audits of civil service entity HR systems, to establish the extent of compliance with the PSML and PR and relevant legislative requirements.
- Special Investigations into HR issues and practices, including any alleged breaches of the code of conduct by chief officers.
- Promotion of self-assessment and publication of audit findings to share HR best practice and identify priorities for improvement within the civil service.

#### Management Support for Civil Service Agencies

- Provision of free internal consultancy support to government agencies to enhance capability and improve performance in their strategic, financial or HR management

functions.

#### Public Sector Reform

- Monitor and support the effective implementation of Civil Service Reform

#### Internal Audit Services

- Evaluation of management systems in order to determine whether financial and operating information is accurate and reliable; risks to government agencies are being identified and minimized; regulations, policies and procedures are followed; assets are adequately safeguarded; resources are used efficiently and economically; agencies are operating efficiently and effectively.

#### Cayman National Archives

- Identification and acquisition of archives and historical records and access to archives and historical information of various media through the Reading Room service. Preservation and recovery of historical archives and government records.
- Monitor and evaluate records and information management gaps within the public service and develop practical recordkeeping tools for improvement.
- Policy development, advice and guidance on records and information management to promote efficient administration, ease of access to information, accountability and transparency.
- Promotion of the historical and cultural holdings through outreach programmes.

#### Legislative Department

Servicing 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
- Managing the Legislative Assembly Building

#### Elections Office

The office maintains the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters. Also, it is responsible for administering and holding general elections as well as the planning and execution of referendums.

#### H.E. Governor's Office

The office is responsible for servicing and supporting Her Excellency the Governor including:

- Managing the Government House
- Coordinating engagement programmes
- Providing support including administrative and accommodations, for the Foreign and Commonwealth Office (FCO) staff in the Governor's Office



### Deputy Governor's Office

The office is responsible for servicing and supporting the Deputy Governor including:

- Provision of policy advice on public administration and other matters
- Coordinating official visits and ceremonial occasions
- Issuing Governor's permit, deportation, exclusion orders and processing of submission for the grant of Cayman status
- Provision of administrative services to the Advisory Committee of the Prerogative of Mercy Board (ACPM), the Prison's Inspection Board and the Parole's Commissioners' Board.

### Commission Secretariat

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.

### Learning and Development Opportunities within the Civil Service

- Identification of priorities for human capital development within the civil service.
- Implementation of learning and development interventions to meet the identified needs.
- Strategic development and management of a Civil Service College (CSC), to provide learning and development opportunities for all civil servants, as well as other public sector and overseas clients.

### **Customers and Location of Activities**

- The customers are provided to the Governor, Deputy Governor and Government Agencies.
- The Portfolio provides services within the Cayman Islands and overseas.

## 2. STRATEGIC OWNERSHIP GOALS

---

The key strategic ownership goals for the Portfolio of the Civil Service for the 2013/14 and the subsequent two years are as follows:

- To bring legislation to improve the governance of statutory authorities and government companies.
- To 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).
- To update the provisions of the Anti-corruption laws (2008) regarding the establishment and operation of the Anti-Corruption Commission.
- To strengthen cross functional training initiatives to enable the Portfolio to deliver its services more efficiently.
- Develop effective professional development strategies to ensure staffs are capable of delivering HR best practice.
- Maximise usage of the electronic document management systems in relation to personnel records.
- 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
- To strengthen the records management framework within the public sector including electronic record keeping.

### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Office of the Premier for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                    | 2013/14 | 2012/13 |
|----------------------------------------------------------------------------------|---------|---------|
|                                                                                  | Budget  | Actual  |
|                                                                                  | \$      | \$      |
| Revenue from Cabinet                                                             | 7,523   | 2,203   |
| Revenue from ministries, portfolios, statutory authorities, government companies |         |         |
| Revenue from others                                                              | 466     | 4       |
| Surplus/deficit from outputs                                                     |         |         |
| Ownership expenses                                                               |         |         |
| <b>Operating Surplus/Deficit</b>                                                 |         |         |
|                                                                                  |         |         |
| Net Worth                                                                        | 1,955   | 1,044   |
|                                                                                  |         |         |
| Cash flows from operating activities                                             | 143     | 606     |
| Cash flows from investing activities                                             | (59)    | (5)     |
| Cash flows from financing activities                                             |         |         |
| Change in cash balances                                                          | 84      | 601     |
|                                                                                  |         |         |
|                                                                                  |         |         |
| Financial Performance Ratio                                                      | 2013/14 | 2012/13 |
|                                                                                  | Budget  | Actual  |
|                                                                                  | %       | %       |
| Current Assets: Current Liabilities (Working Capital)                            | 187%    | 157%    |
| Total Assets: Total Liabilities                                                  | 225%    | 158%    |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                          |  | 2013/14<br>Budget | 2012/13<br>Actual |
|-----------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                       |  | 104               | 19                |
| Staff turnover (%)                                              |  |                   |                   |
| Managers                                                        |  | 20%               | 0%                |
| Professional and technical staff                                |  | 12%               | 0%                |
| Clerical and labourer staff                                     |  | 0%                | 0%                |
| Average length of service (number of years in current position) |  | 9.8               | 8                 |
| Managers                                                        |  | 9                 | 5                 |
| Professional and technical staff                                |  | 9                 | 11                |
| Clerical and labourer staff                                     |  |                   |                   |
| Changes to personnel management system:                         |  |                   |                   |

| Physical Capital Measures                          | 2012/13 | 2011/12  |
|----------------------------------------------------|---------|----------|
|                                                    | Budget  | Forecast |
| Value of total assets                              | 3,520   | 2,849    |
| Asset replacements: total assets                   | 0%      | 0%       |
| Book value of assets: initial cost of those assets | 0%      | 0%       |
| Depreciation: cash flow on asset purchases         | 0%      | 0%       |
| Changes to asset management policies               |         |          |

| MAJOR NEW ENTITY CAPITAL EXPENDITURE FOR THE YEAR | 2013/14<br>BUDGET<br>\$ 000's | 2012/13<br>Actual<br>\$ 000's |
|---------------------------------------------------|-------------------------------|-------------------------------|
|                                                   |                               |                               |
|                                                   |                               |                               |
|                                                   |                               |                               |
|                                                   |                               |                               |
|                                                   |                               |                               |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the Portfolio                 | Change in status from 2013/14 | Actions to manage risk                                                                                                                                                                                                                                            | Financial value of risk |
|--------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Natural Disaster - Loss of Vital Information     | Complete                      | <ul style="list-style-type: none"> <li>Implementation of electronic storage filing.</li> </ul>                                                                                                                                                                    |                         |
| Natural Disaster – Loss of public communications | Changed                       | <ul style="list-style-type: none"> <li>Refresher training on use of handheld two-way radios and satellite phone, purchase of solar powered chargers for alternative power supplies for electrical equipment.</li> </ul>                                           |                         |
| Loss of Vital Human Resources                    | Unchanged                     | <ul style="list-style-type: none"> <li>Continue cross training of staff ensuring that staff are well versed in all areas of operation to facilitate continued smooth operations in the event of loss of vital staff.</li> <li>Succession Planning</li> </ul>      |                         |
| Equipment Failure or Loss                        | Unchanged                     | <ul style="list-style-type: none"> <li>Ensure that IT Systems in the Portfolio of the Civil Service are properly maintained and backed up on a regular basis to minimize data loss.</li> <li>Ensure computers have uninterrupted power supplies (UPS).</li> </ul> |                         |
| Security of Confidential Documents               | Unchanged                     | <ul style="list-style-type: none"> <li>All confidential documents to be kept locked away and are only accessed by authorised personnel.</li> </ul>                                                                                                                |                         |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                           | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-----------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the                   | 0                       | 0                       |
| Capital (Equity) Withdrawal by Cabinet from the Portfolio | 0                       | 0                       |

## PART B

# OUTPUT PERFORMANCE



## 5. OUTUTS TO BE DELIVERED

| PCS 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Policy Advice and Support on Civil Service Matters | \$475,415                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------|
| <b>Description</b><br>Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: <ul style="list-style-type: none"> <li>• Advice on service-wide human resource policies and practices for the civil service</li> <li>• Advice on remuneration for government employees other than civil servants</li> <li>• Advice on the Head of the Civil Service's machinery of government powers</li> <li>• Drafting of replies to Parliamentary questions and general correspondence relating to Civil Service matters</li> <li>• Policy advice on the strategic development of the Civil Service College and other learning and development strategies within the Civil Service</li> <li>• Administrative Circulars</li> <li>• Managing Chief Officers' appointment processes</li> <li>• Assisting with negotiating remuneration levels with chief officers</li> <li>• Managing the processes surrounding the disciplining, dismissing or early retirement of chief officers</li> <li>• Developing succession plans for chief officers positions</li> <li>• Ensuring annual performance agreements are prepared for each Chief Officer and providing advice on the fairness of the agreement for the Head of the Civil Service's certification</li> <li>• Managing the process for annual performance assessment of chief officers including undertaking an initial assessment for consideration by the Head of the Civil Service</li> </ul> |                                                    |                                                                                                  |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of hours of policy advice provided</li> <li>• Number of Employee Recognition Programmes</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Policy advice reviewed by Chief Officer prior to submission</li> <li>• Award ceremony overseen by multi-agency advisory committee</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• All advice submitted in accordance with schedules as agreed by the Head of the Civil Service</li> <li>• Award will take place in accordance with Deputy Governor's instructions</li> </ul> <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                    | <b>2013/14 Budget</b><br>2,700 -2,900<br>1<br>95-100%<br>100%<br>95-100%<br>100%<br>100%<br>100% |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                    | <b>2012/13 Actual</b><br>2,877<br>0<br>95-100%<br>100%<br>95-100%<br>100%<br>100%<br>100%        |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                    | <b>\$475,415</b><br><b>\$277,256</b>                                                             |
| <b>Related Broad Outcome:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                    |                                                                                                  |

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| <b>PCS 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Strategic Human Resources Services</b> | <b>\$146,681</b>          |
| <b>Description</b><br>The provision of strategic Human Resource (HR) Services to the Head of the Civil Service, including: <ul style="list-style-type: none"> <li>Monitoring trends and developments in HR matters across the service as a whole, including reports on service-wide trends and data</li> <li>Providing professional advice on the potential HR impacts and implications of Government proposals and initiatives and other developments within the civil service</li> <li>Further development of Human Resources IRIS (HRIRIS) as a tool to support the strategic decision-making capability of Government</li> <li>Employee surveys within the civil service</li> <li>Management of corporate compensation and benefits</li> <li>Negotiation and agreement of Annual Agreement with CINICO and resolution of eligibility matters</li> <li>Personnel Circulars</li> <li>Facilitation of Effective Human Resource (HR) Practices</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                           |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of reports</li> <li>Number of HRIRIS projects to be completed</li> <li>Number of surveys prepared and/or implemented</li> <li>Number of Annual agreements</li> <li>Number of meetings or HR forums</li> <li>Number of advisories on HR best practice documents</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>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.</li> <li>HRIRIS project to be undertaken in consultation with relevant individuals and agencies within the civil service</li> <li>Surveys conducted by qualified HR Personnel</li> <li>Annual agreement to be reviewed by senior personnel prior to Chief Officer sign off</li> <li>Agendas for HR forums to be established by steering committees</li> <li>Circulars to be approved by Chief Officer prior to curriculum</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>Annual service-wide personnel statistical reports: August 2013</li> <li>Other statistical reports: on or before agreed deadlines</li> <li>HRIRIS Development project completed: June 2014</li> <li>Survey to be completed by June 2014</li> <li>Contract negotiations completed by June 2014</li> <li>Quarterly HR Forums</li> <li>Circulars on or before deadlines required</li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                 | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                           |                           |
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| <b>Related Broad Outcome:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                           |                           |

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| <b>PCS 4</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Auditing Compliance with Human Resource (HR) Policies</b> | <b>\$297,198</b>                                                                                                     |
| <b>Description</b><br>Auditing civil service entity compliance with Government Human Resource (HR) policies as established by the Public Service Management Law and Personnel Regulations including: <ul style="list-style-type: none"> <li>• Undertaking ongoing audits of civil service personnel systems to establish the extent of compliance with the Public Service Management Law and advising the Head of the Civil Service accordingly</li> <li>• 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</li> <li>• Undertaking such other investigations and human resource related services as the Governor, Head of the Civil Service or Cabinet may from time to time request</li> </ul> |                                                              |                                                                                                                      |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of HR audits</li> <li>• Number of investigations</li> </ul><br><b>Quality</b><br>HR Audits and investigations conducted in accordance with established methodology and policies<br><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• HR audits completed within agreed timetable</li> <li>• Investigations commenced within 10 days of request</li> </ul><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b>                                                                                                                                                                                                                                                                                   |                                                              | <b>2013/14<br/>Budget</b><br><br>45-50<br>1-5<br><br>100%<br><br>100%<br>85-100%<br><br>100%<br><br><b>\$297,198</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                              | <b>2012/13<br/>Actual</b><br><br>48<br>2<br><br>100%<br><br>100%<br>85-100%<br><br>100%<br><br><b>\$329,227</b>      |
| <b>Related Broad Outcome:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                              |                                                                                                                      |

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| PCS 5                                                                                                                                                                                                                                                                                                                                                                                                                  | Management of Public Sector Reform | \$111,388                 |                           |
| <b>Description</b><br><br>Facilitate the enhancement of the Government’s management system and provide advice to the Head of the Civil Service on opportunities for improvement, including the facilitation of such initiatives as:<br><br><ul style="list-style-type: none"><li>• Public Service Reviews</li><li>• Statutory Authority Legislation</li><li>• Modifications to Public Service Management Law</li></ul> |                                    |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                        |                                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Hours spent on the management of reforms                                                                                                                                                                                                                                                                                                                                                            |                                    | 1,100-1,200               | 1,148                     |
| <b>Quality</b><br>Facilitation of reforms provided by qualified Management Support Unit personnel                                                                                                                                                                                                                                                                                                                      |                                    | 100%                      | 100%                      |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>• Delivery of reform activities in line with timelines agreed with Deputy Governor</li><li>• Delivery of new constitution activities in line with timelines agreed with the Deputy Governor</li></ul>                                                                                                                                                          |                                    | 100%                      | 100%                      |
| <b>Location</b><br>Grand Cayman and Cayman Brac                                                                                                                                                                                                                                                                                                                                                                        |                                    | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                            |                                    | \$111,388                 | \$118,646                 |
| <b>Related Broad Outcomes :</b><br><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                              |                                    |                           |                           |

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| <b>PCS 7</b>                                                                                                                                                                                                                                                        | <b>Management Advice and Support</b> | <b>\$167,245</b>          |
| <b>Description</b><br>Provide advice and capability support to civil service entities in relation to public sector management issues, including strategic management, financial management, production management, management systems and Human Resource management |                                      |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of hours of advice and support provided                                                                                                                                                                                                   | 1,900 -2,100                         | 2,614                     |
| <b>Quality</b><br>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%                      |
| <b>Timeliness</b><br>Advice provided in accordance with a schedule agreed with the relevant client                                                                                                                                                                  | 100%                                 | 100%                      |
| <b>Location</b><br>Grand Cayman and Cayman Brac                                                                                                                                                                                                                     | 100%                                 | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                         | <b>\$167,245</b>                     | <b>\$199,739</b>          |
| <b>Related Broad Outcomes:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                |                                      |                           |

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| PCS 12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Employee Records | \$69,426                  |                           |
| <b>Description:</b> <ul style="list-style-type: none"><li>Maintenance of employee records:<ul style="list-style-type: none"><li>Maintenance of files containing information relating to staff members' pension rights</li><li>Provision of information relating to individual current and ex-employees that is held by the Portfolio of the Civil Service.</li></ul></li><li>Maintenance of Personnel records, to include:<ul style="list-style-type: none"><li>Storage and maintenance of personnel records</li><li>Provision of access to and information relating to personnel records held by the Portfolio of the Civil Service</li></ul></li><li>Maintenance of IRIS records, to include:<ul style="list-style-type: none"><li>Data input of information onto IRIS from source documents including employee information and dependents for medical benefits.</li><li>Provision of standard information (both individual and summary) relating to personnel records held on IRIS</li></ul></li></ul> |                  |                           |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of agencies records maintained</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  | 80-90                     | 84                        |
| <b>Quality</b> <ul style="list-style-type: none"><li>Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirements</li><li>Access to files provided in accordance with specifications agreed with client or as required by law to personnel information</li><li>Information entered onto IRIS reflects source information</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                  | 90-100%                   | 90-100%                   |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Information from a current employee's file to be retrieved within three working days of request</li><li>Requests for access to employee file by authorized persons to be met in accordance with FOI requirements</li><li>Data input to be undertaken to meet deadline for payroll processing or where this is not relevant within 48 hours of receipt of completed documentation</li><li>Information provision to be delivered in timeline agreed with requesting officer</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  | 90-100%                   | 90-100%                   |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                  | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                  | <b>\$69,426</b>           | <b>\$257,951</b>          |
| <b>Related Broad Outcome:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                  |                           |                           |

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| <b>PCS 14</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Accounting Services to Cabinet Office</b> | <b>\$103,291</b>          |
| <b>Description</b><br>Provision of financial services to the Cabinet Office including budget preparation, quarterly and monthly reporting, the maintenance of the IRIS ledgers and their associated control systems.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                              |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours of support on accounting activities</li> <li>Number of monthly reports provided to the Cabinet Secretary</li> <li>Number of annual and supplementary budgets</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Accounts approved by Chief Financial Officer or Deputy Chief Financial Officer</li> <li>Reports inclusive of all outputs and reported in the accordance with Public Management and Finance Law (2012 Revision)</li> <li>Budgets prepared in accordance with Budget and Management Unit (BMU) requirements evidenced by being passed by the Legislative Assembly</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>As required by Cabinet Office</li> <li>Monthly reports submitted within five days of the end of each month</li> <li>Budgets completed within deadline set by BMU</li> </ul> <b>Location</b><br>Grand Cayman | <b>2013/14<br/>Budget</b>                    | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1,250-1,400                                  | 1,360                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 12                                           | 7                         |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 80-90%                                       | 80-90%                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 80-90%                                       | 80-90%                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 90-100%                                      | 90-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 90-100%                                      | 90-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 90-100%                                      | 90-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                         | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$103,291</b>                             | <b>\$129,332</b>          |
| <b>Related Broad Outcome:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                              |                           |

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| PCS 15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Civil Service College | \$448,706                     |                               |
| <b>Description</b> <ul style="list-style-type: none"><li>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:</li><li>Courses for academic accreditation and/or professional certification</li><li>Focus on certain professional groupings for intensive staff development (e.g. uniformed services supervisor training, procurement professionals training, etc)</li><li>Development of framework for learning opportunities to support staff personal development plans</li><li>Special courses on matters such as statutory authority governance as requested (such as HR, IRIS, FOI, Governance, Constitution etc.)</li></ul> |                       |                               |                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       | <b>2013/14<br/>Budget</b>     | <b>2012/13<br/>Actual</b>     |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Number of accredited courses delivered</li><li>Number of professional groupings supported</li><li>Number of frameworks</li><li>Special courses</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                       | 28-32<br>2-3<br>1<br>3-5      | 50<br>4<br>1<br>20            |
| <b>Quality</b> <ul style="list-style-type: none"><li>Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate</li><li>Framework to be approved by Chief Officer prior to distribution</li><li>Delivered by qualified staff based on Director of CSC approval</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       | 90-100%<br>100%<br>100%       | 90-100%<br>100%<br>100%       |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Accredited courses delivered in line with agreed schedule</li><li>Special courses as demanded</li><li>Professional grouping strategies and programmes delivered</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                       | 90-100%<br>90-100%<br>90-100% | 90-100%<br>90-100%<br>90-100% |
| <b>Location</b><br>Cayman Islands and Overseas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                       | 90-100%                       | 90-100%                       |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       | \$448,706                     | \$511,430                     |
| <b>Related Broad Outcome:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                               |                               |



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| PCS 19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Human Resources Services to Civil Service Agencies | \$502,366                                                                                                                                                    |
| <b>Description</b><br><br>Provision of Human Resources Services to Civil Service Agencies including: <ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluation of job descriptions written in compliance with HAY standards</li> <li><input type="checkbox"/> Provision of recruitment, selection and orientation services</li> <li><input type="checkbox"/> Provision of Human Resources (HR) oral and written advice and guidance on:</li> <li><input type="checkbox"/> Developing and/or enhancing HR policies and procedures or assessing their compliance with the Law and Regulations</li> <li><input type="checkbox"/> HR advice and support to clients in regards to:               <ul style="list-style-type: none"> <li><input type="checkbox"/> Employee discipline, dismissal, retirement or other terminations</li> <li><input type="checkbox"/> Employee relations and retention</li> <li><input type="checkbox"/> Support on grievance and appeals</li> <li><input type="checkbox"/> Other consultancy services</li> </ul> </li> </ul>                                                                                              |                                                    |                                                                                                                                                              |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Number of Job Descriptions evaluated</li> <li><input type="checkbox"/> Number of hours of advice on job descriptions</li> <li><input type="checkbox"/> Number of hours of recruitment services</li> <li><input type="checkbox"/> Number of agencies provided with advice, support and guidance</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Job evaluation process conducted in compliance with HAY standards</li> <li><input type="checkbox"/> Advice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards</li> <li><input type="checkbox"/> Work output and turnaround times to be as specified in our publications or as agreed with clients</li> </ul> <b>Location</b><br>Cayman Islands |                                                    | <b>2013/14 Budget</b><br><br>150-170<br>300-400<br>600-800<br>80-90<br><br>100%<br><br>90-100%<br><br>90-100%<br>90-100%<br><br>100%<br><br><b>\$502,366</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                    | <b>2012/13 Actual</b><br><br>148<br>1,611<br>608<br>84<br><br>100<br><br>90-100%<br><br>90-100%<br>90-100%<br><br>100%<br><br><b>\$396,792</b>               |
| <b>Related Broad Outcomes:</b><br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                    |                                                                                                                                                              |

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| IAU 3                                                                                                                                                                                                                                                                                                                                                         | Internal Auditing Assurance and Advisory and Assistance Services | \$653,134              |                        |
| <b>Description</b> <ul style="list-style-type: none"><li>Provision of internal auditing assurance services to the Financial Secretary and the entire public sector.</li><li>Provide advice and assistance to ministries/portfolios/statutory authorities and government companies based on requests.</li></ul>                                                |                                                                  |                        |                        |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                               |                                                                  | <b>2013/14 Budget</b>  | <b>2012/13 Actual</b>  |
| <b>Quantity</b> <ul style="list-style-type: none"><li>Audit Reports to be completed</li><li>Hours of Advisory &amp; Assistance Services</li></ul>                                                                                                                                                                                                             |                                                                  | 12-16<br>750-800       | 13<br>1,484            |
| <b>Quality</b> <ul style="list-style-type: none"><li>Audits conducted in accordance with established methodology</li><li>Performed, prepared and reviewed in accordance with the Standards for the professional Practice of Internal Auditing, management requests and service level agreements, the Unit’s methodologies, policies and procedures.</li></ul> |                                                                  | 90-100%<br><br>90-100% | 90-100%<br><br>90-100% |
| <b>Timeliness</b> <ul style="list-style-type: none"><li>Audits will be completed within agreed timeframes.</li><li>Audit/Consulting services will be completed within the time frame and budgets agreed with requesting agencies.</li></ul>                                                                                                                   |                                                                  | 90-100%<br><br>90-100% | 90-100%<br><br>90-100% |
| <b>Location</b> <ul style="list-style-type: none"><li>All audits will be conducted within Government Departments, Statutory Authorities and Government Companies in the Cayman Islands.</li></ul>                                                                                                                                                             |                                                                  | 100%                   | 100%                   |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                   |                                                                  | <b>\$653,134</b>       | <b>\$650,244</b>       |
| <b>Related Broad Outcome:</b><br>8: A Culture of Good Governance                                                                                                                                                                                                                                                                                              |                                                                  |                        |                        |

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| <b>LGL 1</b>                                                                                                                                                                          | <b>Sale of Laws</b>       | <b>\$45,832</b>           |
| <b>Description</b><br>Sale of Cayman Islands Laws to the Public                                                                                                                       |                           |                           |
| <b>Measures</b>                                                                                                                                                                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Laws sold</li> </ul>                                                                                                 | 1,200-1,400               | 1,453                     |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Laws provided are the current revision or amendment</li> </ul>                                                                  | 99-100%                   | 99-100%                   |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Orders taken at window: within five minutes</li> <li>Orders taken by Email/Fax/Letter: Prepared within 15 minutes</li> </ul> | 85-95%<br>85-95%          | 95-100%<br>85-95%         |
| <b>Location</b><br>Grand Cayman                                                                                                                                                       |                           |                           |
| <b>Cost</b>                                                                                                                                                                           | <b>\$45,832</b>           | <b>\$88,232</b>           |
| <b>Related Broad Outcome</b><br>4. A More Efficient, Accessible and Affordable Public Service                                                                                         |                           |                           |

*Note: The total cost of supplying this output is \$51,832. However, estimated entity revenue of \$6,000 from other third parties reduces the cost to Cabinet to \$45,832.*

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| <b>LGL 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Servicing and Supporting Sitzings of the House</b>      | <b>\$352,678</b>                                      |
| <b>Description</b><br>Servicing and supporting sittings of the House and meetings of Committees involving:<br>Receipt and examination of bills, motions, and other business to be dealt with by the House<br>Certification of bills and motions passed by the House<br>Preparation of business papers and order papers and their distribution to members<br>Provision of Clerks-at-the-Table, Sergeant-at-Arms, and the record of proceedings duties<br>Preparation of daily journals for Speaker's signature<br>Custody of votes, records, bills and other House documents<br>Preparation and production of daily Hansard<br>Procedural advice to Speaker and Members of the House<br>Receipt of journalists' registration of interests forms and issuing of press passes<br>Preparation of agenda, minutes of proceedings and reports for all Committees |                                                            |                                                       |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2013/14<br/>Budget</b>                                  | <b>2012/13<br/>Actual</b>                             |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of sitting days for House</li> <li>Number of Hansards produced</li> <li>Number of Committee meetings scheduled</li> <li>Number of order papers, daily journals, agendas and minutes of proceedings prepared</li> <li>Number of reports from Committees prepared</li> <li>Number of hours spent on House and Committees</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 30-50<br>60-80<br>40-60<br>100-150<br>15-35<br>1,500-1,700 | 27<br>60<br>40<br>100<br>15<br>1,500                  |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Papers, agendas and minutes are accurate and reflect decisions</li> <li>Documents are prepared, edited and accurate</li> <li>Proper communication and facilities accommodating all attendees</li> <li>Full investigation ensuring accurate information</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 75-95%<br>75-95%<br>99-100%<br>99-100%                     | 99-100%<br>99-100%<br>99-100%<br>99-100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Documents prepared timely for House sittings</li> <li>Clerks-at-the-Table and Sergeant-at-Arms duties, recording of proceedings: at all times when House is sitting</li> <li>Maintenance of the order book and records: before the commencement of the next meeting</li> <li>Provision of daily journals by the end of the next day</li> <li>Hansard prepared within 6 months of the sitting</li> <li>Bills, motions and questions: examined before, and proofed/certified after, consideration by the House</li> </ul>                                                                                                                                                                                                                                                                           | 100%<br>100%<br>90-100%<br>75-95%<br>75-95%<br>100%        | 100%<br>100%<br>90-100%<br>95-100%<br>95-100%<br>100% |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                       | 100%                                                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$352,678</b>                                           | <b>\$427,024</b>                                      |
| <b>Related Broad Outcome:</b><br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                            |                                                       |

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| <b>LGL 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Support for the Speaker and Members of the Legislative Assembly</b> | <b>\$467,549</b>              |
| Administrative support and research for the Speaker and Members of the Legislative Assembly and the local Branch of the Commonwealth Parliamentary Association involving:<br><br>Organizing the CPA annual general and committee meetings and the attendance of Members at seminars and conferences<br>Maintaining CPA records and accounts<br>Miscellaneous administrative activities and research for Members<br>Provision of information to the media and general public including researching records proceedings<br>Providing public tours of the Legislative Assembly Building |                                                                        |                               |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2013/14<br/>Budget</b>                                              | <b>2012/13<br/>Actual</b>     |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours spent on administrative support and research</li> <li>Number of tours conducted</li> <li>Number of CPA meetings organized</li> <li>Number of overseas meeting, conferences, seminars, visits organized for CPA</li> </ul>                                                                                                                                                                                                                                                                                     | 1000-1200<br>40-50<br>12-14<br>6-8                                     | 1,000<br>40<br>12<br>6        |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Advice provided by suitably qualified personnel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                                                   | 100%                          |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Advice and information research provided within three days of request</li> <li>Tours provided upon request on any day the House is not sitting</li> <li>Secretarial and administrative support: within a day of request</li> </ul>                                                                                                                                                                                                                                                                                          | 75-95%<br>95-100%<br>75-95%                                            | 95-100%<br>95-100%<br>95-100% |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                                                   | 100%                          |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$467,549</b>                                                       | <b>\$451,378</b>              |
| <b>Related Broad Outcome:</b><br><br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                        |                               |

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| <b>LGL 4</b>                                                                                                                                                                                                                          | <b>Management of the Legislative Assembly</b> | <b>\$208,447</b>          |
| <b>Description</b><br>Management of the Legislative Assembly Building and precincts involving:<br>Provision of security<br>Maintenance of equipment, building and precincts,<br>Audio and video; and<br>Housekeeping and mail service |                                               |                           |
| <b>Measures</b>                                                                                                                                                                                                                       | <b>2013/14<br/>Budget</b>                     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br><ul style="list-style-type: none"> <li>Number of working days that the Legislative Building is operative</li> </ul>                                                                                                | 220-250                                       | 248                       |
| <b>Quality</b><br><ul style="list-style-type: none"> <li>Security provided by trained security staff</li> <li>Equipment operative when building open</li> </ul>                                                                       | 100%<br>95-100%                               | 100%<br>95-100%           |
| <b>Timeliness</b><br><ul style="list-style-type: none"> <li>Facilities provided are operative every working day</li> </ul>                                                                                                            | 95-100%                                       | 95-100%                   |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                       | 100%                                          | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                           | <b>\$208,447</b>                              | <b>\$94,066</b>           |
| <b>Related Broad Outcome</b><br>5: Modern, Smart Infrastructure                                                                                                                                                                       |                                               |                           |

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| <b>GOV 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Management and Maintenance of Government House</b> | <b>\$410,617</b>                                                                                                    |
| <b>Description</b><br>Management of Government House including: <ul style="list-style-type: none"> <li>• Co-ordination of food preparation for His Excellency and guests</li> <li>• Maintenance of Government House and grounds</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                       |                                                                                                                     |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Numbers of guests served and catered to</li> <li>• Days of upkeep of house and grounds</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>• Meals served in line with internal rules</li> <li>• Upkeep of grounds and house are done in compliance with request as set by His Excellency</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>• Meals provided within specified periods</li> <li>• Maintenance of House and grounds - items resolved within 1 - 3 weeks</li> </ul><br><b>Location</b><br>Government House, Grand Cayman |                                                       | <b>2013/14<br/>Budget</b><br><br>4,500-6,375<br>365<br><br>99-100%<br>95-100%<br><br>95-100%<br>95-100%<br><br>100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                       | <b>2012/13<br/>Actual</b><br><br>4,500<br>92<br><br>99-100%<br>95-100%<br><br>95-100%<br>95-100%<br><br>100%        |
| <b>Related Broad Outcome:</b><br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                       |                                                                                                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                       | <b>\$410,617</b> <b>\$410,771</b>                                                                                   |

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| <b>GOV 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Coordination of Engagement Programme and Support for Governor</b> | <b>\$195,156</b>                                                                                                                                                   |
| <b>Description</b><br>Coordination of engagement programmes involving: <ul style="list-style-type: none"> <li>• Coordination and supporting of functions at Government House</li> <li>• Coordinating and supporting the Governor's attendance at local/overseas events</li> <li>• Travel to local/overseas events</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                      |                                                                                                                                                                    |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of invitations prepared and issued</li> <li>• Local/overseas events attended</li> <li>• Travel itineraries/plans</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending</li> <li>• Ensure menu, set up and presentation is satisfactory to checklist</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Invitations to be distributed three weeks prior to function date</li> <li>• Checklist completed three days prior to event</li> <li>• Travel check list completed one week prior to events or within one day of last minute itinerary changes</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> |                                                                      | <b>2013/14<br/>Budget</b><br><br>6,000-8,500<br>150-250<br>7-10<br><br>98-100%<br>95-100%<br><br>95-100%<br>95-100%<br>95-100%<br><br>100%<br><br><b>\$195,156</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                      | <b>2012/13<br/>Actual</b><br><br>1,264<br>150<br>7<br><br>98-100%<br>95-100%<br><br>95-100%<br>95-100%<br>95-100%<br><br>100%<br><br><b>\$115,736</b>              |
| <b>Related Broad Outcome:</b><br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                      |                                                                                                                                                                    |



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| <b>GOV 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Administrative Support for the Foreign and Commonwealth Office</b> | <b>\$182,967</b>          |
| <b>Description</b><br>Support, including administrative and accommodations, provided to the Foreign and Commonwealth Office (FCO) staff housed in the Governor's office                                                                                                                                                                                                                                                                                                      |                                                                       |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of FCO staff members supported</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>All administrative and accommodations expenses are contracted at the most efficient and economic price</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Support and accommodations are provided year round</li> </ul> <b>Location</b><br>Grand Cayman<br><b>Cost</b> | <b>2013/14<br/>Budget</b>                                             | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 3                                                                     | 3                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 98-100%                                                               | 98-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 95-100%                                                               | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                                                                  | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>\$182,967</b>                                                      | <b>\$58,490</b>           |
| <b>Related Broad Outcome:</b><br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                       |                           |

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| <b>CNA 24</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Preservation Management</b> | <b>\$212,860</b>          |
| <b>Description</b> <ul style="list-style-type: none"> <li>• Identification of vital records and assistance to agencies with securing vital records prior to a disaster.</li> <li>• Microfilming and digitisation of archives and vital records to ensure long term preservation and accessibility.</li> <li>• Preservation of 9,290 linear feet of semi-active government records from fire, flood, theft, insect infestation, mould contamination and chemical and physical deterioration through optimal environmental conditions and non-invasive preservation.</li> <li>• Invasive conservation treatment to government records to ensure longevity.</li> <li>• Preservation advice to Government agencies regarding the long term preservation of records and archives.</li> </ul> |                                |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>2013/14<br/>Budget</b>      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of government agencies surveyed</li> <li>• Number of Master Images produced</li> <li>• Number of government records conserved</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 86-90<br>25,000-30,000<br>8-10 | 90<br>28,559<br>42        |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Survey reviewed and sign off by supervisor</li> <li>• Master Images and government records conserved are carried out in compliance with international standards (BS 5454, BS 4971)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 100%<br>100%                   | 100%<br>100%              |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Survey conducted on average of 1 business day.</li> <li>• Image produced Monday – Friday, 8:30a.m-5:00p.m or dependent on complexity of image</li> <li>• Conservation treatment conducted within 5 business days or based upon complexity of request by client</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%<br>100%<br>100%           | 100%<br>100%<br>100%      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                           | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$212,860</b>               | <b>\$274,274</b>          |
| <b>Related Broad Outcomes:</b><br><br>4: A More Efficient, Accessible and Affordable Public Service<br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                |                           |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------------|
| CNA 25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                             | \$532,353                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Records &amp; Information Management</b> |                                      |
| <b>Description</b> <ul style="list-style-type: none"> <li>Provision of records management support sessions to ensure that government agencies have the proper recordkeeping infrastructure in place.</li> <li>Retrieval of semi-active records from the records centre, including a 'Help-Desk' service.</li> <li>Support sessions to assist agencies with best practice recordkeeping, including a 'Help-Desk' service.</li> <li>Representation on Records Advisory Committee as prescribed by the National Archive and Public Records Law, (2010 Revision).</li> </ul> |                                             |                                      |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>2013/14<br/>Budget</b>                   | <b>2012/13<br/>Actual</b>            |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of government file requests processed</li> <li>Number of guidance papers produced</li> <li>Number of support sessions conducted</li> <li>Number of disposal schedules completed</li> <li>Number of meetings attended for Records Advisory Committee</li> </ul>                                                                                                                                                                                                                                             | 600-610<br>1-2<br><br>6-8<br>4-6<br>2-3     | 966<br>2<br><br>6<br>4<br>2          |
| <b>Quality</b> <ul style="list-style-type: none"> <li>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</li> <li>Guidance papers and disposal schedules reviewed by senior manager and signed off by Director</li> <li>Support sessions conducted by qualified records management staff</li> <li>Meetings attended by qualified Archivist</li> </ul>                                                                                           | 100%<br><br>100%<br>100%<br>100%            | 100%<br><br>100%<br>100%<br>100%     |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>File requests processed, Monday – Friday, 8:30a.m-5:00p.m.</li> <li>Guidance papers produced by June 2014</li> <li>Support sessions conducted as agreed with client</li> <li>Disposal schedules produced as scheduled or agreed with client</li> <li>Representation on committee with agreed schedule of meeting</li> </ul>                                                                                                                                                                                     | 100%<br>100%<br>100%<br>100%<br>100%        | 100%<br>100%<br>100%<br>100%<br>100% |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                             |                                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                             |                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>\$532,353</b>                            | <b>\$472,205</b>                     |

**Related Broad Outcomes:**

4: A More Efficient, Accessible and Affordable Public Service

5: Modern, Smart Infrastructure

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                       |                                              |
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| <b>CNA 26</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Archives Management and Promotions</b>             | <b>\$376,938</b>                             |
| <b>Description</b> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Acquire historical material relating to the Cayman Islands through disposal schedules, transfer from government agencies, oral history interviews, and donation of private archives or by purchase.</li> <li>• Reproduction of photographic material from the historical collections for access to the public and government agencies.</li> <li>• Outreach by actively promoting the historical and cultural holdings of the Cayman Islands National Archive by engaging schools, private or public sector institutions and forging partnerships with cultural institutions.</li> </ul> |                                                       |                                              |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>2013/14<br/>Budget</b>                             | <b>2012/13<br/>Actual</b>                    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of research inquiries answered</li> <li>• Number of oral history interviews conducted</li> <li>• Number of documents reproduced</li> <li>• Number of photographic prints and scans produced</li> <li>• Number of presentations delivered</li> <li>• Number of meetings attended</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 200-210<br>6-10<br>1200-1210<br>130-140<br>3-4<br>2-4 | 433<br>11<br>3,664<br>403<br>13<br>9         |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Research advice provided by qualified archivists</li> <li>• Oral history interviews conducted in accordance with CINA's Oral History Program procedures, edited and signed off by supervisor</li> <li>• Documents reproduced in accordance with CINA's reproduction policy</li> <li>• Photographic prints and scans produced in accordance with CINA's operational procedures</li> <li>• Outreach conducted by qualified archivist, conservator or records management personnel</li> <li>• Meetings attended by qualified Archive staff</li> </ul>                                                                                                                                                                                                                                                   | 100%<br>100%<br>100%<br>100%<br>100%<br>100%          | 100%<br>100%<br>100%<br>100%<br>100%<br>100% |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Research advice produced within 5 working days or as agreed with client</li> <li>• Access to historical collections through CINA's Reading Room, Monday to Friday, 9:00a.m - 4:30p.m.</li> <li>• Publications and prints available Monday to Friday, 8:30a.m – 5:00p.m.</li> <li>• Oral History interviews conducted as agreed with client</li> <li>• Presentations delivered as scheduled or agreed with client</li> <li>• Representation as agreed with meeting schedule</li> </ul>                                                                                                                                                                                                                                                                                                             | 100%<br>100%<br>100%<br>100%<br>100%<br>100%          | 100%<br>100%<br>100%<br>100%<br>100%<br>100% |

|                                                                                                                                    |                  |                  |
|------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Location</b><br>Cayman Islands                                                                                                  |                  |                  |
|                                                                                                                                    | 100%             | 100%             |
| <b>Cost</b>                                                                                                                        |                  |                  |
|                                                                                                                                    | <b>\$376,938</b> | <b>\$300,645</b> |
| <b>Related Broad Outcomes:</b><br>4: A More Efficient, Accessible and Affordable Public Service<br>5: Modern, Smart Infrastructure |                  |                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                              |                           |
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| <b>ELO 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Maintenance of the Electoral Register</b> | <b>\$424,886</b>          |
| <b>Description</b><br>Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters                                                                                                                                                                                                                                                                                                                                                       |                                              |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of electoral registers provided</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision)</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Register produced every quarter</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2013/14<br/>Budget</b>                    | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 4                                            | 4                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 90-100%                                      | 90-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                         | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$424,886</b>                             | <b>\$1,605,402</b>        |
| <b>Related Broad Outcome:</b><br>5: Modern, Smart Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                              |                           |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------|
| <b>COS 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Support for Constitutional Commissions</b> | <b>\$495,281</b>           |
| <b>Description</b><br>Provision of research, analytical, operational, policy, strategic and administrative support to the Commission for Standards in Public Life, Constitutional Commission, Human Rights Commission, Judicial and Legal Service Commission and the Civil Service Appeals Commission. <ul style="list-style-type: none"> <li>• 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.</li> <li>• Continue to assist with developing mechanism for addressing and handling civil service appeals and public complaints as mandated legislatively and constitutionally for each Commission.</li> <li>• Ensure compliance with all aspects of the Constitution and other relevant legislation such as the Public Service Management Law/Regulations.</li> <li>• Perform recruitment functions for Her Excellency the Governor for those posts listed in S.106(4) of the Cayman Islands Constitution Order (2009) (Judges of the Court of Appeal and Grand Court, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post as prescribed by law).</li> <li>• Develop, co-ordinate and implement PR strategies and educational initiatives relevant to each Commission.</li> <li>• Further establish and maintain the Commissions as a valued source of information to the public on topics related to the Constitution.</li> </ul> |                                               |                            |
| <b>Measures</b><br><b>Quantity</b><br>Number of Commissions supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                               | <b>2013/14 Budget</b><br>5 |
| <b>Quality</b><br>Work carried out by experienced staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                               | <b>2012/13 Actual</b><br>5 |
| <b>Timeliness</b><br>Work carried out to timetable agreed with each Commission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                               | 100%                       |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                               | 100%                       |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                               | 100%                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                               | \$495,281                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                               | \$595,612                  |
| <b>Related Broad Outcome:</b><br>5: Modern, Smart Infrastructure<br>12: Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                               |                            |



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| COS 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Support for Anti-Corruption Commission                                        | \$281,678                                                               |
| <b>Description</b><br>Provision of research, analytical, operational, policy, strategic and administrative support to the Anti-Corruption Commission <ul style="list-style-type: none"><li>• Ensure compliance with the Anti-Corruption Law (2008) as it relates to the Commission’s powers to investigate reports of corruption, conduct extensive interviews of persons, liaise with overseas anti-corruption authorities, and obtain Court Orders to freeze the assets of those suspected of committing corruption offences.<ul style="list-style-type: none"><li>• Assist with the continued development and implementation of systems, policies, procedures and in defining the methodology through sound research in accordance with the Commission’s legislative mandate.</li><li>• Continue to assist with developing mechanism for addressing and handling breaches of the Anti-Corruption Law.</li><li>• Develop, co-ordinate and implement relevant PR strategies and educational initiatives in order to further establish the Commission within the community as a trusted source.</li></ul></li></ul> |                                                                               |                                                                         |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of Commissions supported<br><br><b>Quality</b><br>Work carried out by experienced staff<br><br><b>Timeliness</b><br>Work carried out to timetable agreed with Commission<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>2013/14<br/>Budget</b><br><br><br><br><br><br><br><br><br><b>\$281,678</b> | <b>2012/13<br/>Actual</b><br><br><br><br><br><br><br><br><br><b>\$0</b> |
| <b>Related Broad Outcome:</b><br>3: A More Secure Community<br>5: Modern, Smart Infrastructure<br>12: Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                               |                                                                         |

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| COS 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Support for the Public Police Complaints Commission                              | \$50,492                                                                    |
| <b>Description</b><br>Provision of research, analytical, operational, policy, strategic and administrative support to the Public Police Complaints Commission <ul style="list-style-type: none"><li>Ensure compliance with the Public Police Complaints Law (2013) as it relates to the Commission’s powers to investigate and resolve complaints made by members of the public against police officers.<ul style="list-style-type: none"><li>Assist with the development and implementation of systems, policies, procedures, mechanisms and in defining the methodology through sound research in accordance with the Commission’s legislative mandate.</li><li>Develop, co-ordinate and implement relevant PR strategies and educational initiatives in order to establish the Commission within the community as a trusted source.</li></ul></li></ul> |                                                                                  |                                                                             |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of Commissions supported<br><br><b>Quality</b><br>Work carried out by experienced staff<br><br><b>Timeliness</b><br>Work carried out to timetable agreed with Commission<br><br><b>Location</b><br>Grand Cayman<br><br><b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>2013/14<br/>Budget</b><br><br><br><br><br><br><br><br><br><br><b>\$50,492</b> | <b>2012/13<br/>Actual</b><br><br><br><br><br><br><br><br><br><br><b>\$0</b> |
| <b>Related Broad Outcome:</b><br><br>3: A More Secure Community<br>5: Modern, Smart Infrastructure<br>12: Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                  |                                                                             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                 |                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>DGO 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Policy Advice and Administrative Support Provided to the Deputy Governor</b> | <b>\$310,046</b>                                                                                                                                                                                                                                                     |
| <b>Description</b><br><input type="checkbox"/> Policy advice to the Deputy Governor on public administration and other matters<br><input type="checkbox"/> Processing applications for British Overseas Territories Citizenship<br><input type="checkbox"/> Coordination of official visits and ceremonial occasions<br><input type="checkbox"/> Issuance of Governor's permit, deportation, exclusion orders and processing of submission for the grant of Cayman status<br><input type="checkbox"/> Provision of Administration Services to the Advisory Committee of the Prerogative of Mercy Board (ACPM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                 |                                                                                                                                                                                                                                                                      |
| <b>Measures</b><br><br><b>Quantity</b><br><input type="checkbox"/> Number of hours spent on providing policy advice<br><input type="checkbox"/> Applications for British Overseas Territories Citizenship<br><input type="checkbox"/> Number of interviews conducted with eligible inmates<br><input type="checkbox"/> Number of inspection reports produced<br><input type="checkbox"/> Number of official visits and events coordinated<br><input type="checkbox"/> Number of deportation and exclusion orders issued<br><input type="checkbox"/> Number of applications processed<br><br><b>Quality</b><br><input type="checkbox"/> All personnel providing policy advice is qualified in his/her area of expertise<br><input type="checkbox"/> All interviews conducted in accordance with the prison law<br><input type="checkbox"/> All inspections are conducted by qualified individuals and reports completed in accordance with the prison law<br><input type="checkbox"/> All required activities to be delivered in an efficient and professional manner<br><input type="checkbox"/> All matters are handled in accordance with the immigration law<br><input type="checkbox"/> All applications are processed in accordance with the Cayman Islands Constitution Section 39 and 40<br><br><b>Timeliness</b><br><input type="checkbox"/> All advice is provided in a timely manner to the Deputy Governor<br><input type="checkbox"/> All interviews completed within timelines set by Deputy Governor's Office<br><input type="checkbox"/> All reports completed within timelines set by Deputy Governor's Office<br><input type="checkbox"/> Arrangements completed in time for each visit or event<br><input type="checkbox"/> All services provided within one day to four weeks<br><input type="checkbox"/> All reports completed within timelines set by Deputy Governor's Office<br><br><b>Location</b><br>Cayman Islands<br><br><b>Cost</b> |                                                                                 | <b>2013/14<br/>Budget</b><br><br>1,600-2,000<br>850 – 1,150<br>35-45<br>48<br>4-7<br>20-25<br>15-20<br><br>100%<br>100%<br>100%<br>90-100%<br>100%<br>100%<br><br>90-100%<br>90-100%<br>90-100%<br>90-100%<br>90-100%<br>90-100%<br><br>100%<br><br><b>\$310,046</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                 | <b>2012/13<br/>Actual</b><br><br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br><br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br><br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br><br>N/A<br><br><b>\$0</b>                                                              |
| <b>Related Broad Outcomes:</b><br>8: A Culture of Good Governance<br>2: A Work-Ready and Globally Competitive Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                 |                                                                                                                                                                                                                                                                      |

*Note: The total cost of supplying this output is \$770,046. However, estimated entity revenue of \$460,000 from other third parties reduces the cost to Cabinet to \$310,046.*

## 6. PAYMENT ARRANGEMENTS

Cabinet will pay the Portfolio of the Civil Service for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Deputy Governor. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVIOCE PROFILE - TABLE 1**

| MONTH        | PCS000100      | PCS000200      | PCS000400      | PCS000500      | PCS000700      | PCS001200     |
|--------------|----------------|----------------|----------------|----------------|----------------|---------------|
|              | \$             | \$             | \$             | \$             | \$             | \$            |
| July         | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| August       | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| September    | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| October      | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| November     | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| December     | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| January      | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| February     | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| March        | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| April        | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| May          | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| June         | 39,618         | 12,223         | 24,767         | 9,282          | 13,937         | 5,785         |
| <b>Total</b> | <b>475,415</b> | <b>146,681</b> | <b>297,198</b> | <b>111,388</b> | <b>167,245</b> | <b>69,426</b> |

| MONTH        | PCS001400      | PCS001500      | PCS001900      | COS000100      | COS000200      | COS000300     |
|--------------|----------------|----------------|----------------|----------------|----------------|---------------|
|              | \$             | \$             | \$             | \$             | \$             | \$            |
| July         | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| August       | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| September    | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| October      | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| November     | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| December     | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| January      | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| February     | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| March        | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| April        | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| May          | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| June         | 8,608          | 37,392         | 41,864         | 41,273         | 23,473         | 4,208         |
| <b>Total</b> | <b>103,291</b> | <b>448,706</b> | <b>502,366</b> | <b>495,281</b> | <b>281,678</b> | <b>50,492</b> |

| MONTH        | ELO000100      | GOV000100      | GOV000200      | GOV000300      | IAU000300      | LGL000100     |
|--------------|----------------|----------------|----------------|----------------|----------------|---------------|
|              | \$             | \$             | \$             | \$             | \$             | \$            |
| July         | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| August       | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| September    | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| October      | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| November     | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| December     | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| January      | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| February     | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| March        | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| April        | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| May          | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| June         | 35,407         | 34,218         | 16,263         | 15,247         | 54,428         | 3,819         |
| <b>Total</b> | <b>424,886</b> | <b>410,617</b> | <b>195,156</b> | <b>182,967</b> | <b>653,134</b> | <b>45,832</b> |

| MONTH        | LGL000200      | LGL000300      | LGL000400      | CNA002400      | CNA002500      | CNA002600      | DGO000100      |
|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|              | \$             | \$             | \$             | \$             | \$             | \$             | \$             |
| July         | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,411         | 25,837         |
| August       | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| September    | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| October      | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| November     | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| December     | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| January      | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| February     | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| March        | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| April        | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| May          | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| June         | 29,390         | 38,962         | 17,371         | 17,738         | 44,363         | 31,609         | 25,837         |
| <b>Total</b> | <b>352,678</b> | <b>467,549</b> | <b>208,447</b> | <b>212,860</b> | <b>532,353</b> | <b>376,938</b> | <b>310,046</b> |



**PORTFOLIO OF THE CIVIL SERVICE**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Mr. Ian Fenton**  
**Acting Chief Officer**

Portfolio of the Civil Service

October 4 2013



# PORTFOLIO OF THE CIVIL SERVICE

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2014

|                                      |             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|-------------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                | <b>Note</b> |                            |                                 |                            |
| Cash and cash equivalents            | 1           | 1,951                      | 1,862                           | 1,261                      |
| Marketable securities and deposits   |             |                            |                                 |                            |
| Trade receivables                    | 2           | 944                        | 944                             | 1,158                      |
| Other receivables                    | 2           |                            |                                 |                            |
| Inventories                          | 3           |                            |                                 |                            |
| Investments                          | 4           |                            |                                 |                            |
| Prepayments                          | 5           | 27                         | 27                              | 20                         |
| <b>Total Current Assets</b>          |             | <b>2,922</b>               | <b>2,833</b>                    | <b>2,439</b>               |
| <b>Non-Current Assets</b>            |             |                            |                                 |                            |
| Trade receivables                    | 2           |                            |                                 |                            |
| Other receivables                    | 2           |                            |                                 |                            |
| Inventories                          | 3           |                            |                                 |                            |
| Property, plant and equipment        | 6           | 594                        | 16                              | 16                         |
| Intangible Assets                    | 7           | 4                          |                                 |                            |
| <b>Total Non-Current Assets</b>      |             | <b>598</b>                 | <b>16</b>                       | <b>16</b>                  |
| <b>Total Assets</b>                  |             | <b>3,520</b>               | <b>2,849</b>                    | <b>2,455</b>               |
| <b>Current Liabilities</b>           |             |                            |                                 |                            |
| Trade payable                        | 8           | 130                        | 1                               | 15                         |
| Other payables and accruals          | 8           | 7                          | 136                             | 134                        |
| Bank overdraft                       | 1           | 1                          |                                 |                            |
| Unearned revenue                     | 9           |                            |                                 |                            |
| Employee entitlements                | 10          | 188                        | 30                              | 23                         |
| Repayment of surplus                 |             | 1,239                      | 1,638                           | 1,239                      |
| <b>Total Current Liabilities</b>     |             | <b>1,565</b>               | <b>1,805</b>                    | <b>1,411</b>               |
| <b>Non-Current Liabilities</b>       |             |                            |                                 |                            |
| Trade payables                       | 8           |                            |                                 |                            |
| Other payables and accruals          | 8           |                            |                                 |                            |
| Employee entitlements                | 10          |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |             | <b>0</b>                   | <b>0</b>                        | <b>0</b>                   |
| <b>Total Liabilities</b>             |             | <b>1,565</b>               | <b>1,805</b>                    | <b>1,411</b>               |
| <b>Net Assets</b>                    |             | <b>1,955</b>               | <b>1,044</b>                    | <b>1,044</b>               |
| <b>Net worth</b>                     |             |                            |                                 |                            |
| Contributed capital                  |             | 1,337                      | 1,044                           | 1,044                      |
| Other Reserves                       |             |                            |                                 |                            |
| Revaluation reserve                  |             | 218                        |                                 |                            |
| Accumulated surpluses/(deficits)     |             | 399                        |                                 |                            |
| <b>Total Net Worth</b>               |             | <b>1,955</b>               | <b>1,044</b>                    | <b>1,044</b>               |

PORTFOLIO OF THE CIVIL SERVICE

**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                        |             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------------------------|-------------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         | <b>Note</b> |                            |                                 |                            |
| Sale of goods and services                                             | 11          | 7,989                      | 2,203                           | 2,937                      |
| Investment revenue                                                     | 12          |                            | 4                               | 20                         |
| Donations                                                              | 13          |                            |                                 |                            |
| Other revenue                                                          |             |                            |                                 |                            |
| <b>Total Revenue</b>                                                   |             | <b>7,989</b>               | <b>2,207</b>                    | <b>2,957</b>               |
| <b>Expenses</b>                                                        |             |                            |                                 |                            |
| Personnel costs                                                        | 14          | 5,250                      | 1,526                           | 1,668                      |
| Supplies and consumables                                               | 15          | 2,540                      | 272                             | 834                        |
| Depreciation                                                           | 6           | 139                        | 5                               | 34                         |
| Amortisation of intangible assets                                      | 7           | 4                          |                                 |                            |
| Impairment of property, plant and equipment                            |             |                            |                                 |                            |
| Impairment of inventory                                                |             |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 16          |                            |                                 |                            |
| Litigation costs                                                       | 17          | 55                         |                                 |                            |
| Gain/(losses) on foreign exchange transactions                         | 18          | 0                          |                                 |                            |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 18          |                            |                                 | 53                         |
| Other expenses                                                         |             |                            |                                 |                            |
| <b>Total Expenses</b>                                                  |             | <b>7,989</b>               | <b>1,803</b>                    | <b>2,589</b>               |
| <b>Surplus or (deficit) for the period</b>                             |             | <b>(0)</b>                 | <b>404</b>                      | <b>368</b>                 |

**PORTFOLIO OF THE CIVIL SERVICE  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             |             | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------------------------|-------------|-------------------------------------|------------------------------------------|-------------------------------------|
|                                                             | <b>Note</b> |                                     |                                          |                                     |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |             |                                     |                                          |                                     |
| <b>Receipts</b>                                             |             |                                     |                                          |                                     |
| Outputs to Cabinet                                          |             | 7,989                               | 2,454                                    | 3,237                               |
| Outputs to other government agencies                        |             |                                     | 20                                       | 25                                  |
| Sales and Goods and services – third party                  |             |                                     | 25                                       |                                     |
| Interest received                                           |             |                                     |                                          |                                     |
| Donations / Grants                                          |             |                                     |                                          |                                     |
| Other receipts                                              |             |                                     | 11                                       |                                     |
| <b>Payments</b>                                             |             |                                     |                                          |                                     |
| Personnel costs                                             |             | (5,250)                             | (1,615)                                  | (1,695)                             |
| Supplies and consumables                                    |             | (2,540)                             | (289)                                    | (935)                               |
| Interest paid                                               |             |                                     |                                          |                                     |
| Other payment                                               |             | (55)                                |                                          | 65                                  |
| <b>Net cash flows from operating activities</b>             | <b>19</b>   | <b>143</b>                          | <b>606</b>                               | <b>697</b>                          |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |             |                                     |                                          |                                     |
| Purchase of property, plant and equipment                   |             | (59)                                | (5)                                      | (7)                                 |
| Proceeds from sale of property, plant and equipment         |             |                                     |                                          |                                     |
| Purchase of investments                                     |             |                                     |                                          |                                     |
| Proceeds from sale of investments                           |             |                                     |                                          |                                     |
| Cash advances                                               |             |                                     |                                          |                                     |
| Cash receipts from repayment of advances                    |             |                                     |                                          |                                     |
| <b>Net cash flows from investing activities</b>             |             | <b>(59)</b>                         | <b>(5)</b>                               | <b>(7)</b>                          |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |             |                                     |                                          |                                     |
| Equity investment                                           |             |                                     |                                          |                                     |
| Repayment of surplus                                        |             |                                     |                                          | (1,032)                             |
| Capital withdrawal                                          |             |                                     |                                          |                                     |
| <b>Net cash flows from financing activities</b>             |             | <b>0</b>                            | <b>0</b>                                 | <b>(1,032)</b>                      |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |             | <b>84</b>                           | <b>601</b>                               | <b>(342)</b>                        |
| Cash and cash equivalents at beginning of period            |             | 1,866                               | 1,261                                    | 1,603                               |
| <b>Cash and cash equivalents at end of period</b>           |             | <b>1,950</b>                        | <b>1,862</b>                             | <b>1,261</b>                        |

**PORTFOLIO OF THE CIVIL SERVICE  
STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | Contribut<br>ed Capital | Reserves          | Revaluation<br>Reserve | Accumulat<br>ed Surplus/<br>(deficits) | Total        |
|----------------------------------------------------------------|-------------------------|-------------------|------------------------|----------------------------------------|--------------|
| <b>Balance at 30 June 2012</b>                                 | 1,337                   |                   | 218                    | 399                                    | 1,955        |
| Changes in accounting policy                                   |                         |                   |                        |                                        |              |
| Prior Year Adjustments                                         |                         |                   |                        |                                        |              |
| <b>Restated balance</b>                                        | <b>1,337</b>            |                   | <b>218</b>             | <b>399</b>                             | <b>1,955</b> |
| <b>Changes in net worth for 2012/13</b>                        |                         |                   |                        |                                        |              |
| Gain/(loss) on property revaluation                            |                         |                   |                        |                                        |              |
| Gain/(loss) on revaluation of investments                      |                         |                   |                        |                                        |              |
| Exchange differences on translating foreign operations         |                         |                   |                        |                                        |              |
| Equity Investment from Cabinet                                 |                         |                   |                        |                                        |              |
| Capital withdrawals by Cabinet                                 |                         |                   |                        |                                        |              |
| Repayment of surplus to Cabinet                                |                         |                   |                        |                                        |              |
| <b>Net revenue / expenses recognised directly in net worth</b> |                         |                   |                        |                                        |              |
| Surplus/(deficit) for the period 2012/13                       |                         |                   |                        |                                        |              |
| <b>Total recognised revenues and expenses for the period</b>   |                         |                   |                        |                                        |              |
| <b>Balance at 30 June 2013 carried forward</b>                 | <b>1,337</b>            |                   | <b>218</b>             | <b>399</b>                             | <b>1,955</b> |
|                                                                | Contribut<br>ed Capital | Other<br>Reserves | Revaluation<br>Reserve | Accumulat<br>ed Surplus/<br>(deficits) | Total        |
| <b>Balance at 30 June 2013 brought forward</b>                 | 1,337                   |                   | 218                    | 399                                    | 1,955        |
| <b>Changes in net worth for 2012/13</b>                        |                         |                   |                        |                                        |              |
| Changes in accounting policy                                   |                         |                   |                        |                                        |              |
| Prior Year Adjustments                                         |                         |                   |                        |                                        |              |
| <b>Restated balance</b>                                        | <b>1,337</b>            |                   | <b>218</b>             | <b>399</b>                             | <b>1,955</b> |
| <b>Changes in net worth for 2013/14</b>                        |                         |                   |                        |                                        |              |
| Gain/(loss) on property revaluation                            |                         |                   |                        |                                        |              |
| Gain/(loss) on revaluation of investments                      |                         |                   |                        |                                        |              |
| Exchange differences on translating foreign operations         |                         |                   |                        |                                        |              |
| Equity Investment from Cabinet                                 |                         |                   |                        |                                        |              |
| Capital withdrawals by Cabinet                                 |                         |                   |                        |                                        |              |
| Repayment of surplus/Dividends to Cabinet                      |                         |                   |                        |                                        |              |
| <b>Net revenue / expenses recognised directly in net worth</b> |                         |                   |                        |                                        |              |
| Surplus/(deficit) for the period 2013/14                       |                         |                   |                        |                                        |              |
| <b>Total recognised revenues and expenses for the period</b>   |                         |                   |                        |                                        |              |
| <b>Balance at 30 June 2014</b>                                 | <b>1,337</b>            |                   | <b>218</b>             | <b>399</b>                             | <b>1,955</b> |

## PORTFOLIO OF THE CIVIL SERVICE STATEMENT OF ACCOUNTING POLICIES

### General Accounting Policies

#### Reporting entity

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

#### Basis of preparation

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

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

#### Reporting Period

The reporting period is the period ended 30 June 2014.

### Specific Accounting Policies

#### Revenue

##### *Output revenue*

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

##### *Interest revenue*

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

#### Expenses

##### *General*

Expenses are recognised when incurred.

##### *Depreciation*

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

#### Assets

##### *Cash and cash equivalents*

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

*Receivables and advances*

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

*Inventory*

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

*Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

*Computer Hardware and Software*

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

*Liabilities*

*Accounts Payable*

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

*Provisions*

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

*Employee entitlements*

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

# **NOTE 1. CASH AND CASH EQUIVALENTS**

|                                                               | Foreign<br>Currency<br>\$000 | Exchange<br>Rate | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------------------------------|------------------------------|------------------|----------------------------|---------------------------------|----------------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 4                            | 1                | 4                          |                                 |                            |
| Cash in transit (IRIS Remittance Account)                     | 0                            | 1                | 0                          |                                 |                            |
| C\$ Operational Current Account held at Royal Bank of Canada  | 1,947                        | 1                | 1,947                      | 1,863                           | 1,260                      |
| US\$ Operational Current Account held at Royal Bank of Canada | 0                            | 1                | 0                          |                                 |                            |
| Payroll Current Account held at Royal Bank of Canada          | (1)                          | 1                | (1)                        | (1)                             | 1                          |
| Bank accounts held at other financial Institutions            |                              |                  |                            |                                 |                            |
| <u>[DISCLOSE ACCOUNT]</u>                                     | 0                            | 1                |                            |                                 |                            |
| Fixed Deposits held with Treasury (less than 90 days)         | 0                            | 1                |                            |                                 |                            |
| <b>Total Cash and Cash Equivalents</b>                        |                              |                  | <b>1,950</b>               | <b>1,862</b>                    | <b>1,261</b>               |

## NOTE 2. TRADE AND OTHER RECEIVABLES

|                                           | 2013/14    | 2012/13     | 2011/12      |
|-------------------------------------------|------------|-------------|--------------|
|                                           | Budget     | Est. Actual | Actual       |
|                                           | \$000      | \$000       | \$000        |
| Sale of goods and services                |            |             | 63           |
| Outputs to Cabinet                        | 944        | 944         | 1,095        |
| Outputs to other government agencies      |            |             |              |
| <b>Less: provision for doubtful debts</b> |            |             |              |
| <b>Total trade receivables</b>            | <b>944</b> | <b>944</b>  | <b>1,158</b> |

|                                           | 2013/14  | 2012/13     | 2011/12  |
|-------------------------------------------|----------|-------------|----------|
|                                           | Budget   | Est. Actual | Actual   |
|                                           | \$000    | \$000       | \$000    |
| Advances (salary, official travel, etc)   |          |             |          |
| Dishonoured cheques                       |          |             |          |
| Interest receivable                       |          |             |          |
| Other                                     |          |             |          |
| <b>Less: provision for doubtful debts</b> |          |             |          |
| <b>Total other receivables</b>            | <b>0</b> | <b>0</b>    | <b>0</b> |

|                           | Trade Receivables | Other Receivables | 2013/14    | 2012/13     | 2011/12      |
|---------------------------|-------------------|-------------------|------------|-------------|--------------|
|                           |                   |                   | Budget     | Est. Actual | Actual       |
|                           | \$000             | \$000             | \$000      | \$000       | \$000        |
| <b>Current</b>            |                   |                   |            |             |              |
| Past due 1-30 days        | 944               |                   | 944        | 103         | 63           |
| Past due 31-60 days       |                   |                   |            |             |              |
| Past due 61-90 days       |                   |                   |            |             |              |
| Past due 90 and above     |                   |                   |            |             |              |
| <b>Non-Current</b>        |                   |                   |            |             |              |
| Past due 1 year and above |                   |                   |            | 841         | 1,095        |
| <b>Total</b>              | <b>944</b>        | <b>0</b>          | <b>944</b> | <b>944</b>  | <b>1,158</b> |

Changes in the provision of doubtful debts:

|                                            | 2013/14  | 2012/13     | 2011/12  |
|--------------------------------------------|----------|-------------|----------|
| Description                                | Budget   | Est. Actual | Actual   |
|                                            | \$000    | \$000       | \$000    |
| Balance at 1 July, 2013                    |          |             |          |
| Additional provisions made during the year |          |             |          |
| Receivables written off during the period  |          |             |          |
| <b>Balance at 30 June, 2014</b>            | <b>0</b> | <b>0</b>    | <b>0</b> |



**NOTE 3. INVENTORIES**

|                                                               | Current  | Non-Current | 2013/14 Budget |
|---------------------------------------------------------------|----------|-------------|----------------|
| Inventory held for use in the provision of goods and services |          |             |                |
| Inventory held for sale                                       |          |             |                |
| Impairment of Inventory                                       |          |             |                |
| <b>Total Inventories</b>                                      | <b>0</b> | <b>0</b>    | <b>0</b>       |

**NOTE 4. INVESTMENTS**

|                                                               | 2013/14 Budget | 2012/13 Est. Actual | 2011/12 Actual |
|---------------------------------------------------------------|----------------|---------------------|----------------|
| Investments                                                   |                |                     |                |
| Description                                                   |                |                     |                |
| <b>Total Investments at the lower of cost or Market value</b> | <b>0</b>       | <b>0</b>            | <b>0</b>       |

**NOTE 5. PREPAYMENTS**

|                     | Current   | 2013/14 Non-Currer Budget | 2012/13 Est. Actual | 2011/12 Actual |
|---------------------|-----------|---------------------------|---------------------|----------------|
| Description         |           |                           |                     |                |
| Accrued Prepayments | 27        | 27                        |                     |                |
| Prepaid Insurance   |           |                           |                     |                |
| Other               |           |                           |                     |                |
| <b>Total</b>        | <b>27</b> | <b>27</b>                 | <b>0</b>            | <b>0</b>       |

## NOTE 6. PROPERTY, PLANT AND EQUIPMENT

### Cost of Property, plant & equipment

|                            | Plant and equipment | Buildings | Furniture and Fittings | Computer Hardware | Office Equipment | Motor Vehicles | Total |
|----------------------------|---------------------|-----------|------------------------|-------------------|------------------|----------------|-------|
| Balance as at 1 July 2012  | 719                 | 470       | 504                    | 329               | 270              | 196            | 2,488 |
| Additions                  |                     |           |                        |                   |                  |                |       |
| Disposals                  |                     |           |                        |                   |                  |                |       |
| Transfers                  |                     |           |                        |                   |                  |                |       |
| Balance as at 30 June 2013 | 719                 | 470       | 504                    | 329               | 270              | 196            | 2,489 |

|                            | Plant and equipment | Buildings | Furniture and Fittings | Computer Hardware | Office Equipment | Motor Vehicles | Total |
|----------------------------|---------------------|-----------|------------------------|-------------------|------------------|----------------|-------|
| Balance as at 30 June 2013 | 719                 | 470       | 504                    | 329               | 270              | 196            | 2,489 |
| Additions                  |                     |           | 12                     | 15                | 12               | 20             | 59    |
| Disposals                  |                     |           |                        |                   |                  |                |       |
| Transfers                  |                     |           |                        |                   |                  |                |       |
| Balance as at 30 June 2014 | 719                 | 470       | 516                    | 344               | 282              | 216            | 2,548 |

### Accumulated Depreciation and impairment losses

|                                              | Plant and equipment | Buildings | Furniture and Fittings | Computer Hardware | Office Equipment | Motor Vehicles | Total |
|----------------------------------------------|---------------------|-----------|------------------------|-------------------|------------------|----------------|-------|
| Balance as at 1 July 2012                    | 542                 | 130       | 340                    | 269               | 230              | 196            | 1,707 |
| Transfers                                    |                     |           |                        |                   |                  |                |       |
| Impairment Reserve 2012-13 (closing balance) |                     |           |                        |                   |                  |                |       |
| Depreciation Expense 2012/13                 | 43                  | 16        | 28                     | 29                | 5                | 15             | 136   |
| Eliminate on Disposal 2012/13                |                     |           |                        |                   |                  |                |       |
| Balance as at 30 June 2013                   | 585                 | 146       | 368                    | 297               | 235              | 211            | 1,843 |

|                               | Plant and equipment | Buildings | Furniture and Fittings | Computer Hardware | Office Equipment | Motor Vehicles | Total |
|-------------------------------|---------------------|-----------|------------------------|-------------------|------------------|----------------|-------|
| Balance as at 30 June 2013    | 585                 | 146       | 368                    | 297               | 235              | 211            | 1,843 |
| Transfers                     |                     |           |                        |                   |                  |                |       |
| Impairment loss 2013/14       |                     |           |                        |                   |                  |                |       |
| Depreciation Expense 2013/14  | 43                  | 16        | 28                     | 30                | 5                | 17             | 139   |
| Eliminate on Disposal 2013/14 |                     |           |                        |                   |                  |                |       |
| Balance as at 30 June 2014    | 628                 | 162       | 397                    | 328               | 240              |                | 1,982 |

|                             |     |     |     |    |    |  |     |
|-----------------------------|-----|-----|-----|----|----|--|-----|
| Net Book value 30 June 2013 | 134 | 324 | 136 | 32 | 35 |  | 645 |
|-----------------------------|-----|-----|-----|----|----|--|-----|

|                             |    |     |     |    |    |  |     |
|-----------------------------|----|-----|-----|----|----|--|-----|
| Net Book value 30 June 2014 | 91 | 308 | 120 | 17 | 42 |  | 565 |
|-----------------------------|----|-----|-----|----|----|--|-----|

## NOTE 7. INTANGIBLE ASSETS

### Cost of Property, plant & equipment

|                                   | <i>Computer Software</i> | <i>Total</i> |
|-----------------------------------|--------------------------|--------------|
| <b>Balance as at 1 July 2012</b>  | 67                       | 67           |
| Additions                         |                          |              |
| Revaluations                      |                          |              |
| Disposals and Derogisation        |                          |              |
| Transfers                         |                          |              |
| <b>Balance as at 30 June 2013</b> | <b>67</b>                | <b>67</b>    |

|                                   | <i>Computer Software</i> | <i>Total</i> |
|-----------------------------------|--------------------------|--------------|
| <b>Balance as at 30 June 2013</b> | 67                       | 67           |
| Additions                         |                          |              |
| Revaluations                      |                          |              |
| Disposals and Derogisation        |                          |              |
| Transfers                         |                          |              |
| <b>Balance as at 30 June 2014</b> | <b>67</b>                | <b>67</b>    |

### Accumulated Depreciation and impairment losses

|                                                             | <i>Computer Software</i> | <i>Total</i> |
|-------------------------------------------------------------|--------------------------|--------------|
| <b>Balance as at 1 July 2012</b>                            | 56                       | 56           |
| Transfers                                                   |                          |              |
| Eliminate on Disposal/Derecognition 2012/13                 |                          |              |
| Amortisation Expense 2012/13                                | 4                        | 4            |
| Impairment Reserve 2012/13 (closing balance 12/13) Allocate |                          |              |
| <b>Balance as at 30 June 2013</b>                           | <b>60</b>                | <b>60</b>    |

|                                                             | <i>Computer Software</i> | <i>Total</i> |
|-------------------------------------------------------------|--------------------------|--------------|
| <b>Balance as at 30 June 2013</b>                           | 60                       | 60           |
| Transfers                                                   |                          |              |
| Eliminate on Disposal/Derecognition 2013/14                 |                          |              |
| Amortisation Expense 2013/14                                | 4                        | 4            |
| Impairment Reserve 2012/13 (closing balance 13/14) Allocate |                          |              |
| <b>Balance as at 30 June 2014</b>                           | <b>63</b>                | <b>63</b>    |
| <b>Net Book value 30 June 2013</b>                          | <b>7</b>                 | <b>7</b>     |

|                                    |          |          |
|------------------------------------|----------|----------|
| <b>Net Book value 30 June 2014</b> | <b>4</b> | <b>4</b> |
|------------------------------------|----------|----------|

## NOTE 8. TRADE PAYABLES, OTHER PAYABLES & ACCRUALS

|                                                         |            |             | 2013/14    | 2012/13     | 2011/12    |
|---------------------------------------------------------|------------|-------------|------------|-------------|------------|
|                                                         | Current    | Non-Current | Budget     | Est. Actual | Actual     |
|                                                         | \$000      | \$000       | \$000      | \$000       | \$000      |
| Creditors                                               | 130        |             | 130        |             |            |
| Creditors Ministries/Portfolios                         |            |             |            | 128         | 128        |
| Creditors other government agencies                     |            |             |            | 2           | 15         |
| Payroll Deductions                                      |            |             |            |             |            |
| Operating Lease                                         |            |             |            |             |            |
| Accrued Expenses                                        | 6          |             |            | 6           | 4          |
| Accrued Expenses Ministries/Portfolios                  |            |             |            |             |            |
| Accrued Expenses other government agencies              |            |             |            |             |            |
| Inter-entity due to                                     |            |             |            |             |            |
| Accrued Entity Interest                                 |            |             |            |             |            |
| Provisions                                              |            |             |            |             |            |
| Other payables                                          | 1          | 0           | 1          | 1           | 2          |
| <b>Total trade payables other payables and accruals</b> | <b>137</b> | <b>0</b>    | <b>130</b> | <b>137</b>  | <b>149</b> |

## NOTE 9. UNEARNED REVENUE

|                               |          |             | 2013/14  | 2012/13     | 2011/12  |
|-------------------------------|----------|-------------|----------|-------------|----------|
|                               | Current  | Non-Current | Budget   | Est. Actual | Actual   |
|                               | \$000    | \$000       | \$000    | \$000       | \$000    |
| Rentals paid in advance       |          |             |          |             |          |
| Immigration deposits          |          |             |          |             |          |
| Customs deposits              |          |             |          |             |          |
| Revenue deposits              |          |             |          |             |          |
| Other unearned revenue        |          |             |          |             |          |
| <b>Total unearned revenue</b> | <b>0</b> | <b>0</b>    | <b>0</b> | <b>0</b>    | <b>0</b> |

## NOTE 10. EMPLOYEE ENTITLEMENTS

|                                                       | 2013/14    | 2012/13     | 2011/12   |
|-------------------------------------------------------|------------|-------------|-----------|
|                                                       | Budget     | Est. Actual | Actual    |
| Annual Leave                                          | 160        | 28          | 22        |
| Retirement and long service leave                     | 28         | 2           | 1         |
| Accrued salaries                                      |            |             |           |
| Travel                                                |            |             |           |
| Pension                                               |            |             |           |
| Other salary related entitlements                     |            |             |           |
| <b>Total current portion</b>                          | <b>188</b> | <b>30</b>   | <b>23</b> |
| Non-current employee entitlements are represented by: |            |             |           |
| Retirement and long service leave                     |            |             |           |
| <b>Total employee entitlements</b>                    | <b>188</b> | <b>30</b>   | <b>23</b> |

## NOTE 11. SALES OF GOODS & SERVICES

|                                          | 2013/14      | 2012/13      | 2011/12      |
|------------------------------------------|--------------|--------------|--------------|
| Revenue Type                             | Budget       | Est. Actual  | Actual       |
|                                          | \$000        | \$000        | \$000        |
| Outputs to Cabinet                       | 7,523        | 2,203        | 2,937        |
| Outputs to other government agencies     | 0            |              | 20           |
| Fees and charges                         | 460          |              |              |
| General sales                            | 6            |              |              |
| Rentals                                  | 0            |              |              |
| Other                                    | 0            | 4            |              |
| <b>Total sales of goods and services</b> | <b>7,989</b> | <b>2,207</b> | <b>2,957</b> |

  

|                                      | 2013/14    | 2012/13     | 2011/12  |
|--------------------------------------|------------|-------------|----------|
|                                      | Budget     | Est. Actual | Actual   |
|                                      | \$000      | \$000       | \$000    |
| <b>Fees and Charges</b>              |            |             |          |
| Naturalisation and Registration Fees | 460        |             |          |
| <b>Total Fees and Charges</b>        | <b>460</b> | <b>0</b>    | <b>0</b> |

  

|                            | 2013/14  | 2012/13     | 2011/12  |
|----------------------------|----------|-------------|----------|
|                            | Budget   | Est. Actual | Actual   |
|                            | \$000    | \$000       | \$000    |
| <b>General Sales</b>       |          |             |          |
| Sale Of Law s              | 6        |             |          |
| <b>Total General Sales</b> | <b>6</b> | <b>0</b>    | <b>0</b> |

  

|                                          | 2013/14      | 2012/13      | 2011/12      |
|------------------------------------------|--------------|--------------|--------------|
|                                          | Budget       | Est. Actual  | Actual       |
|                                          | \$000        | \$000        | \$000        |
| <b>Sales of Outputs to Cabinets</b>      |              |              |              |
| Sales of outputs to Cabinet              | 7,523        | 2,203        | 2,937        |
| <b>Total Sales of Outputs to Cabinet</b> | <b>7,523</b> | <b>2,203</b> | <b>2,937</b> |

  

|                                                         | 2013/14  | 2012/13     | 2011/12   |
|---------------------------------------------------------|----------|-------------|-----------|
|                                                         | Budget   | Est. Actual | Actual    |
|                                                         | \$000    | \$000       | \$000     |
| <b>Other Interdepartmental Revenue</b>                  |          |             |           |
| Revenue from Ministries/Portfolios & Public Authorities |          | 4           | 20        |
| <b>Total Other Interdepartmental Revenue</b>            | <b>0</b> | <b>4</b>    | <b>20</b> |

  

|                                 | 2013/14      | 2012/13      | 2011/12      |
|---------------------------------|--------------|--------------|--------------|
|                                 | Budget       | Est. Actual  | Actual       |
|                                 | \$000        | \$000        | \$000        |
| <b>Total Goods and Services</b> | <b>7,989</b> | <b>2,207</b> | <b>2,957</b> |

**NOTE 12. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Interest on deposits held with cabinet |                                     |                                     |                                     |
| Interest on cash balances              |                                     |                                     |                                     |
| Royalties                              |                                     |                                     |                                     |
| Other                                  |                                     |                                     |                                     |
| <b>Total Investment revenue</b>        | <b>0</b>                            | <b>0</b>                            | <b>0</b>                            |

**NOTE 13. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
|                        |                                     |                                     |                                     |
|                        |                                     |                                     |                                     |
|                        |                                     |                                     |                                     |
| <b>Total donations</b> | <b>0</b>                            | <b>0</b>                            | <b>0</b>                            |

**NOTE 14. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Salaries, wages and allowances | 4,345                               | 1,297                                    | 1,382                               |
| Health care                    | 639                                 | 148                                      | 157                                 |
| Pension                        | 238                                 | 74                                       | 78                                  |
| Leave                          | 6                                   | 7                                        | (9)                                 |
| Other personnel related costs  | 22                                  |                                          | 60                                  |
| <b>Total Personnel Costs</b>   | <b>5,250</b>                        | <b>1,526</b>                             | <b>1,668</b>                        |

**NOTE 15. SUPPLIES AND CONSUMABLES**

|                                       | 2013/14      | 2012/13     | 2011/12    |
|---------------------------------------|--------------|-------------|------------|
|                                       | Budget       | Est. Actual | Actual     |
|                                       | \$000        | \$000       | \$000      |
| Supplies and Materials                | 250          | 9           | 6          |
| Purchase of services                  | 1,012        | 194         | 395        |
| Lease of property and equipment       | 345          | 13          | 127        |
| Utilities                             | 456          | 6           | 57         |
| General Insurance                     | 130          | 13          | 13         |
| Interdepartmental expenses            | 54           | 31          | 30         |
| Travel and Subsistence                | 105          | 3           | 2          |
| Recruitment and Training              | 141          | 2           | 10         |
| Other                                 | 48           | 1           | 194        |
| <b>Total Supplies and Consumables</b> | <b>2,540</b> | <b>272</b>  | <b>834</b> |

**NOTE 16. FINANCE COSTS**

|                           | 2013/14  | 2012/13     | 2011/12  |
|---------------------------|----------|-------------|----------|
|                           | Budget   | Est. Actual | Actual   |
|                           | \$000    | \$000       | \$000    |
| Interest on overdraft     |          |             |          |
| Other                     |          |             |          |
| <b>Total Finance cost</b> | <b>0</b> | <b>0</b>    | <b>0</b> |

**NOTE 17. LITIGATION COST**

|                              | 2013/14   | 2012/13     | 2011/12  |
|------------------------------|-----------|-------------|----------|
|                              | Budget    | Est. Actual | Actual   |
|                              | \$000     | \$000       | \$000    |
| Litigation Costs             |           |             |          |
| Legal Fees                   | 55        | 0           | 0        |
| Description                  |           |             |          |
| <b>Total Litigation cost</b> | <b>55</b> | <b>0</b>    | <b>0</b> |

**NOTE 18. GAINS / (LOSSES)**

|                                                                | 2013/14  | 2012/13     | 2011/12  |
|----------------------------------------------------------------|----------|-------------|----------|
|                                                                | Budget   | Est. Actual | Actual   |
|                                                                | \$000    | \$000       | \$000    |
| Net (gain) / loss on disposal of property, plant and equipment |          |             |          |
| Net (gain) / loss on derecognition and revaluation of assets   |          |             |          |
| Net (gain) / loss on foreign exchange Transactions             |          |             |          |
| <b>Total gains/ (losses)</b>                                   | <b>0</b> | <b>0</b>    | <b>0</b> |

**NOTE 19. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                        | 2013/14    | 2012/13     | 2011/12    |
|--------------------------------------------------------|------------|-------------|------------|
|                                                        | Budget     | Est. Actual | Actual     |
|                                                        |            | This Year   |            |
|                                                        | \$000      | \$000       | \$000      |
| Surplus/(deficit) from ordinary activities             |            | 404         | 368        |
| Prior period adjustments                               |            | (5)         | (10)       |
| <b>Non-cash movements</b>                              |            |             |            |
| Depreciation & Amortisation                            | 143        | 5           | 34         |
| Impairment                                             |            |             |            |
| (Gain)/losses on sale of property plant and equipment  |            |             | 57         |
| Foreign exchange gains/(losses)                        |            |             |            |
| <b>Changes in current assets and liabilities</b>       |            |             |            |
| (Increase)/decrease in other current assets            |            | (7)         | 3          |
| (Increase)/decrease in receivables                     |            |             |            |
| (Increase)/decrease in receivables - Cabinet           |            | 214         | 425        |
| (Increase)/decrease in inventories                     |            |             |            |
| (Increase)/decrease in payables                        |            | (12)        | (171)      |
| (Increase)/decrease in provisions relating to employee |            | 7           | (9)        |
| <b>Net cash flows from operating activities</b>        | <b>143</b> | <b>606</b>  | <b>697</b> |



## NOTE 20. CONTINGENT LIABILITIES AND ASSETS

The Portfolio of the Civil Service has no contingent Liabilities or assets.

## NOTE 21. COMMITMENTS

The Portfolio of the Civil Service has no capital commitments.

## NOTE 22. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

|                                                 | 2013/14    | 2012/13     | 2011/12    |
|-------------------------------------------------|------------|-------------|------------|
|                                                 | Budget     | Est. Actual | Actual     |
|                                                 | \$000      | \$000       | \$000      |
| Description                                     |            |             |            |
| Salaries and other short-term employee benefits | 674        | 674         | 605        |
| Total                                           | <b>674</b> | <b>674</b>  | <b>605</b> |

## NOTE 23: FINANCIAL INSTRUMENT RISKS

The Portfolio of the Civil Service is party to financial instrument arrangements as part of its everyday operations.

These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

### Credit risk

In the normal course of its business the Portfolio of the Civil Service is subject to credit risk from debtors

other than the Cabinet. The Cabinet Office does not have significant concentrations of credit risk for its other financial instruments.

### Currency and interest rate risk

The Portfolio of the Civil Service has no significant exposure to currency exchange loss risk and interest rate risk.

### Liquidity risk

In meeting its liquidity requirements, the Portfolio of the Civil Service closely monitors its Actual cash

requirements with expected cash drawdowns from Cabinet and receipts from third parties.

The Portfolio of the Civil Service maintains a target level of available cash to meet liquidity requirements.

All of the Portfolio of the Civil Service financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# ANNUAL BUDGET STATEMENT

## PORTFOLIO OF LEGAL AFFAIRS

FOR THE FINANCIAL YEAR

ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE ATTORNEY GENERAL

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

---

**Honourable Samuel Bulgin, QC, JP**  
**Attorney General**

Portfolio of Legal Affairs

October 4 2013

## STATEMENT FROM THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

---

**Ms. Jacqueline Wilson**  
**Acting Chief Officer**

Portfolio of Legal Affairs

October 4 2013

## PART A

# OWNERSHIP PERFORMANCE

## **1. NATURE AND SCOPE OF ACTIVITIES**

---

### **GENERAL NATURE OF ACTIVITIES**

The provision of legal advice and legal education services.

### **SCOPE OF ACTIVITIES**

The Portfolio's scope of activities involves:

- The provision of legal services and legal advice to the Government, government agencies, and the Cayman Islands Mutual Legal Assistance Authority;
- Conducting Civil Litigations on behalf of Government;
- Drafting of legislation;
- The provision of legal education and training;
- Provision of financial intelligence services to the Attorney General;
- Law Revision services; and
- Law Reform Commission

### **CUSTOMERS AND LOCATION OF ACTIVITIES**

Customer for all activities is the Attorney General, Government agencies and general public. All services located in the Cayman Islands

## STRATEGIC OWNERSHIP GOALS

---

The key strategic ownership goals for the Portfolio of Legal Affairs for the 2013/14 and the subsequent two years are as follows:

- Ensure optimum use of Government resources so that costs are reduced as much as possible.
- Development of Staff Retention Program to ensure that department continues to be adequately staffed.
- Provision of optimum legal services to the Government and Government entities.
- Complete the joint web-site for the Courts and the Portfolio of Legal Affairs.
- Training of articulated clerks.
- The continuing professional education of qualified attorneys in Government service.
- Training of administrative and support staff to paralegal standard.
- Comply with the performance appraisal system.
- Developing and maintaining legal research tools and data base.
- The maintenance of equipment conducive to the production of the Portfolio's outputs.

## 2. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Portfolio of Legal Affairs for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 5,869,678               | 5,193,931               |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies | 50,000                  | 12,639                  |
| Revenue from others                                                                 |                         |                         |
| Surplus/deficit from outputs                                                        | 724,200                 | 818,638                 |
| Ownership expenses                                                                  | -                       | 42,460                  |
| <b>Operating Surplus/Deficit</b>                                                    | <b>6,643,878</b>        | <b>5,982,748</b>        |
|                                                                                     |                         |                         |
| Net Worth                                                                           | 2,417,404               | 2,085,404               |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | 328,722                 | 929,000                 |
| Cash flows from investing activities                                                | (332,000)               | (130,000)               |
| Cash flows from financing activities                                                | 332,000                 | 128,000                 |
| Change in cash balances                                                             | 328,722                 | 927,000                 |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) | 1.43                   | 1.35                   |
| Total Assets: Total Liabilities                       | 1.70                   | 1.61                   |



## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                          |  | 2013/14<br>Budget | 2012/13<br>Actual |
|-----------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                       |  | 51                | 42                |
| Staff turnover (%)                                              |  |                   |                   |
| Managers                                                        |  | 10%               | 10%               |
| Professional and technical staff                                |  | 10%               | 10%               |
| Clerical and labourer staff                                     |  | 10%               | 10%               |
| Average length of service (number of years in current position) |  |                   |                   |
| Managers                                                        |  | 8                 | 8                 |
| Professional and technical staff                                |  | 4                 | 4                 |
| Clerical and labourer staff                                     |  | 4                 |                   |
| Changes to personnel management system:                         |  |                   |                   |

| Physical Capital Measures                          | 2013/14<br>Budget | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| Value of total assets                              | \$5,851,989       | \$5,501,060       |
| Asset replacements: total assets                   | 0.06%             | 0.02%             |
| Book value of assets: initial cost of those assets | 0.36%             | 0.38%             |
| Depreciation: cash flow on asset purchases         | 0.75%             | 1.80%             |
| Changes to asset management policies               |                   |                   |

| Major <u>New</u> Entity Capital Expenditures for the Year | 2013/14<br>Budget<br>\$ |
|-----------------------------------------------------------|-------------------------|
|                                                           |                         |
| Leasehold improvements                                    | 200,000                 |
| Library books                                             | 120,000                 |
| Computer server                                           | 6,000                   |
| Furniture                                                 | 6,000                   |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the Portfolio    | Change in status from 2012/13                                      | Actions to manage risk                                                                      | Financial value of risk |
|-------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------|
| Loss of Files                       | Reduced risk partially by implementing case file management system | Improved Alternative Storage<br>Continue with implementation of case file management system | Unknown                 |
| Insufficient Administrative Support | Unchanged                                                          | Continue to add support staff                                                               | Unknown                 |
|                                     |                                                                    |                                                                                             |                         |
|                                     |                                                                    |                                                                                             |                         |
|                                     |                                                                    |                                                                                             |                         |
|                                     |                                                                    |                                                                                             |                         |

### 3. EQUITY INVESTMENT AND WITHDRAWALS

---

| Equity Movement                                                                         | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-----------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the <i>Portfolio of Legal Affairs</i>               | 332,000                 | 128,000                 |
| Capital (Equity) Withdrawal by Cabinet from the <i>[insert Ministry/Portfolio name]</i> |                         |                         |

## PART B

# OUTPUT PERFORMANCE

#### 4. OUTUTS TO BE DELIVERED

|                                                                                                                                                                                       |                                                |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------|
| <b>PLG 2</b>                                                                                                                                                                          | <b>Drafting of Legislation and Regulations</b> | <b>\$766,486</b>          |
| <b>Description</b><br>Drafting of legislation and regulations for the Government.                                                                                                     |                                                |                           |
| <b>Measures</b>                                                                                                                                                                       | <b>2013/14<br/>Budget</b>                      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of drafting hours                                                                                                                                           | 7,000-8,000                                    | 6,300                     |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Work undertaken by qualified and experienced legal drafters</li> <li>Law revisions accurately reflect amendment laws</li> </ul> | 100%<br>100%                                   | 100%<br>100%              |
| <b>Timeliness</b><br>Laws drafted with the deadlines established by Cabinet                                                                                                           | 100%                                           | 100%                      |
| <b>Location</b><br>Cayman Islands                                                                                                                                                     | 100%                                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                           | <b>\$766,486</b>                               | <b>\$881,681</b>          |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community<br>12. Equity and Justice in a Society that Values the Contributions of all                                               |                                                |                           |

|                                                                                                           |                                        |                           |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------|
| <b>PLG 16</b>                                                                                             | <b>Legal Advice and Representation</b> | <b>\$2,095,070</b>        |
| <b>Description</b><br>Provision of legal advice on civil matters to Government Ministries and Portfolios. |                                        |                           |
| <b>Measures</b>                                                                                           | <b>2012/13<br/>Budget</b>              | <b>2011/12<br/>Actual</b> |
| <b>Quantity</b>                                                                                           |                                        |                           |
| Number of hours of advice and representation                                                              | 10,000-<br>10,500                      | 10,000-<br>10,500         |
| <b>Quality</b>                                                                                            |                                        |                           |
| Advice and representation provided by qualified Crown Counsel and Attorneys                               | 100%                                   | 100%                      |
| <b>Timeliness</b>                                                                                         |                                        |                           |
| • Opinions issued within two weeks                                                                        | 100%                                   | 100%                      |
| • Representations when proceedings occur                                                                  | 100%                                   | 100%                      |
| <b>Location</b>                                                                                           |                                        |                           |
| Grand Cayman                                                                                              | 100%                                   | 100%                      |
| <b>Cost</b>                                                                                               | <b>\$2,095,070</b>                     | <b>\$1,941,577</b>        |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                               |                                        |                           |

*Note: The total cost of supplying this output is \$2,145,070. However, the revenue of \$50,000 reduces the cost to Cabinet to \$2,095,070*

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                         |                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------|
| <b>PLG 20</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Ministerial Servicing and Policy Advice for the Attorney General</b> | <b>\$959,043</b>      |
| <b>Description</b><br>Provision of Ministerial Services to support the Attorney General including secretarial administrative, law revision and policy advice.                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                         |                       |
| <b>Measures</b><br><br><b>Quantity</b><br>Number of hours providing secretarial and administrative support and policy advice<br><br><b>Quality</b> <ul style="list-style-type: none"> <li>Policy advice provided by competent experienced lawyers and other professionals</li> <li>Work undertaken by qualified personnel</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Correspondence responded to within one week of receipt</li> <li>Policy advice within the timeframe set by the Attorney General</li> </ul> <b>Location</b><br>Grand Cayman<br><br><b>Cost</b> | <b>2012/13 Budget</b>                                                   | <b>2011/12 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 7,500-9,000                                                             | 7,500-9,000           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                    | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>\$959,043</b>                                                        | <b>\$580,988</b>      |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                         |                       |



| <b>PLG 21</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Financial Intelligence Services</b> | <b>\$682,829</b>          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------|
| <b>Description</b><br>Provision of financial intelligence services to the Attorney General including: <ul style="list-style-type: none"> <li>• Receipt of financial intelligence Suspicious Activity Reports (SARs) under the Proceeds of Criminal Conduct Law, the Misuse of Drugs Law and anti-terrorism legislation;</li> <li>• Handling requests for financial intelligence from overseas counterparts;</li> <li>• Appropriately disseminate intelligence to those authorised by law to receive them in a timely manner;</li> <li>• Guidance to the industry on money laundering typologies;</li> <li>• Statistical reports to the Anti Money Laundering Steering Group (AMLSG) relating to financial intelligence services; and</li> <li>• Representation of the Cayman Islands in the Egmont Group, CFATF and other international forums.</li> </ul> |                                        |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2012/13<br/>Budget</b>              | <b>2011/12<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |                           |
| <ul style="list-style-type: none"> <li>• Total number of cases (SARs' and Overseas Requests) received</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 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                        |
| •                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        |                           |
| • Number of guidance pamphlets issued on money laundering typologies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0                                      | 0                         |
| • Annual Report produced as per the Proceeds of Criminal Conduct Law (PCCL)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1                                      | 1                         |
| • Number of days spent on representation activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 10-15                                  | 13                        |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                  |                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>Quality</b> <ul style="list-style-type: none"> <li>Case information received , logged into database and kept secure from unauthorized use or disclosure</li> <li>Thorough analysis of cases leading to closure by the Director within 90 days (accurate and useful financial intelligence)</li> <li>Dealings with local authorities and overseas counterparts (including in Egmont Group context) conducted in accordance with the PCCL and operating policies</li> <li>Annual Report approved by the AMLSG</li> </ul>                                                                                                                                                                                                                                    | 100%<br><br><br><br>90.0%<br><br><br><br>100%<br><br><br><br>100%                | 100%<br><br><br><br>100%<br><br><br><br>35.5%<br><br><br><br>100%                    |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Cases entered into database and acknowledged within four days</li> <li>Cases analysed within 18 days of receipt</li> <li>Cases analysed outside 18 days of receipt</li> <li>Cases reviewed and closed by Director within 90 days of receipt</li> <li>Respond to requests from overseas counterparts within 1 month</li> <li>Turnaround time on financial intelligence to local authorities one week of Director's approval being given</li> <li>Annual Report produced on or before the 30<sup>th</sup> September as per the Proceeds of Crime Law (PoCL)</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>Grand Cayman</li> <li>Various overseas locations</li> </ul> <b>Cost</b> | 90.0%<br>90.0%<br>-<br>90.0%<br>90.0%<br><br>90.0%<br>100%<br><br><br>100%<br>-% | 82.6%<br>19.4%<br>48.9%<br>35.5%<br>32.5%<br><br>47.9%<br>100%<br><br><br>100%<br>-% |
| <b>Related Broad Outcome</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                  |                                                                                      |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                         |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------|
| <b>PLG 24</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Review and Modernization of Laws</b> | <b>\$456,872</b>          |
| <b>Description</b><br>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: <ul style="list-style-type: none"> <li>the modification of any branch of the law as far as that is practicable</li> <li>the elimination of anomalies in the law, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the law</li> <li>the development of new areas in the law with the aim of making them more responsive to the changing needs of Cayman Islands society</li> <li>the adoption of new or more effective methods for the administration of the law and the dispensation of justice; and</li> <li>the codification of the unwritten laws of the Cayman Islands</li> </ul> |                                         |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>2013/14<br/>Budget</b>               | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b><br>Number of review hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 3,400-3,700                             | 3,544                     |
| <b>Quality</b><br>Work undertaken by qualified and experienced lawyers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 100%                                    | 100%                      |
| <b>Timeliness</b><br>Within the deadlines agreed by members of the Commission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                                    | 100%                      |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 100%                                    | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>\$456,872</b>                        | <b>\$418,219</b>          |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                         |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                      |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------|
| <b>PLG 26</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Law Teaching and Publications</b> | <b>\$909,378</b>          |
| <b>Description</b><br>Provision of law teaching relating to: <ul style="list-style-type: none"> <li>• Attorney at Law Certificate of the Cayman Islands</li> <li>• Individual courses with or without University of Liverpool certification</li> <li>• LLB (Hons) degree from the University of Liverpool</li> <li>• Continuing education, professional development seminars and short courses for Magistrates, Justices of the Peace and local interest groups</li> <li>• General advice and training for various government agencies</li> </ul> Publication of: <ul style="list-style-type: none"> <li>• Legal research in various local, regional and international law journals</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                      |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>2013/14<br/>Budget</b>            | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of student               <ul style="list-style-type: none"> <li>o Attorney of Law Certificate 6-8 15</li> <li>o Full –Time LLB degree 60-65 60</li> <li>o Part-Time LLB degree 30-35 31</li> <li>o Individual courses 2 2</li> </ul> </li> <li>• Attorney of Law Certificate               <ul style="list-style-type: none"> <li>o Courses provided within academic year 8 8</li> <li>o Hours of classroom lecturing per academic year 200 200</li> </ul> </li> <li>• LLB (Hons)               <ul style="list-style-type: none"> <li>o Modules taught over three academic years 19 19</li> <li>o Hours of classroom teaching per module 50 50</li> <li>o Hours of classroom lecturing per academic year 950 950</li> </ul> </li> <li>• Number of publications 2-4 4</li> </ul>                                                                                                                                                                                                                                                                                                                                                            |                                      |                           |
| <b>Quality</b><br><b>Attorney of Law Certificate</b> <ul style="list-style-type: none"> <li>• Percentage of courses taught by lecturers qualified to teach in the field. 100% 100%</li> <li>• Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council 100% 100%</li> <li>• Peer review of assessment criteria (setting of examinations) by External examiners 100% 1000%</li> <li>• Peer review of internal assessment of coursework by external examiners. 100% 100%</li> </ul> <b>LLB Degree</b> <ul style="list-style-type: none"> <li>• Percentage of courses taught by lecturers qualified to teach in the field. 100% 100%</li> <li>• Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool 100% 100%</li> <li>• Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University 100% 100%</li> <li>• Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University 100% 100%</li> </ul> <b>Publications</b> <ul style="list-style-type: none"> <li>• Meet standards required for publication</li> </ul> |                                      |                           |

|                                                                                                                                                                                                       |                  |                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Courses offered during each academic year</li> <li>Research papers are completed on an ongoing basis throughout the calendar year</li> </ul> | 100%             | 100%             |
|                                                                                                                                                                                                       | 100%             | 100%             |
| <b>Location</b><br><b>Grand Cayman</b>                                                                                                                                                                |                  |                  |
| <b>Cost</b>                                                                                                                                                                                           | <b>\$909,378</b> | <b>\$752,005</b> |
| <b>Related Broad Outcome</b><br>6: A Centre of Excellence in Education                                                                                                                                |                  |                  |

*Note: This output is partly subsidized by the general public in the amount of \$720,000 the number of students above is the total number in attendance and is not pro-rated for fees paid by the general public.*

**NB: ONLY include outputs that Cabinet is funding!**

## 5. PAYMENT ARRANGEMENTS

Cabinet will pay the Portfolio of Legal Affairs for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Attorney General. The invoice will contain sufficient evidence of the outputs delivered for the Premier to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>PLG 2<br/>\$</b> | <b>PLG 16<br/>\$</b> | <b>PLG 20<br/>\$</b> | <b>PLG 21<br/>\$</b> | <b>PLG 24<br/>\$</b> | <b>PLG 26<br/>\$</b> |
|--------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| July         | 73,473              | 199,298              | 48,416               | 51,622               | 34,852               | 62,667               |
| August       | 73,473              | 199,298              | 48,416               | 51,622               | 34,852               | 62,667               |
| September    | 73,473              | 199,298              | 48,416               | 51,622               | 34,852               | 62,667               |
| October      | 73,473              | 199,298              | 48,416               | 51,622               | 34,852               | 62,667               |
| November     | 59,074              | 162,235              | 95,672               | 59,543               | 39,683               | 82,339               |
| December     | 59,074              | 162,235              | 95,672               | 59,543               | 39,683               | 82,339               |
| January      | 59,074              | 162,235              | 95,672               | 59,543               | 39,683               | 82,339               |
| February     | 59,074              | 162,235              | 95,672               | 59,543               | 39,683               | 82,339               |
| March        | 59,074              | 162,235              | 95,672               | 59,543               | 39,683               | 82,339               |
| April        | 59,074              | 162,235              | 95,672               | 59,543               | 39,683               | 82,339               |
| May          | 59,074              | 162,235              | 95,672               | 59,543               | 39,683               | 82,339               |
| June         | 59,076              | 162,233              | 95,675               | 59,540               | 39,683               | 82,337               |
| <b>TOTAL</b> | <b>766,486</b>      | <b>2,095,070</b>     | <b>959,043</b>       | <b>682,829</b>       | <b>456,872</b>       | <b>909,378</b>       |



**PORTFOLIO OF LEGAL AFFAIRS**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Ms. Jacqueline Wilson**  
**Solicitor General / Chief Officer**

Portfolio of Legal Affairs

October 4 2013

*Portfolio of Legal Affairs]*  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 4,037                      | 3,708                           | 2,781                      |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 605                        | 588                             | 1,325                      |
| Other receivables                    | 2    | 32                         | 43                              | 24                         |
| Inventories                          | 3    |                            |                                 |                            |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 65                         | 131                             | 48                         |
| <b>Total Current Assets</b>          |      | <b>4,739</b>               | <b>4,470</b>                    | <b>4,178</b>               |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 3    |                            |                                 |                            |
| Other receivables                    | 3    |                            |                                 |                            |
| Inventories                          | 4    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 1,113                      | 1,031                           | 1,135                      |
| <b>Total Non-Current Assets</b>      |      | <b>1,113</b>               | <b>1,031</b>                    | <b>1,135</b>               |
| <b>Total Assets</b>                  |      | <b>5,852</b>               | <b>5,501</b>                    | <b>5,313</b>               |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 7    | 46                         | 48                              | 44                         |
| Other payables and accruals          | 7    | 122                        | 119                             | 118                        |
| Bank overdraft                       | 2    |                            |                                 |                            |
| Unearned revenue                     |      |                            |                                 |                            |
| Employee entitlements                | 8    | 140                        | 134                             | 134                        |
| Repayment of surplus                 |      | 3,006                      | 3,006                           | 2,963                      |
| <b>Total Current Liabilities</b>     |      | <b>3,314</b>               | <b>3,307</b>                    | <b>3,259</b>               |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 7    |                            |                                 |                            |
| Other payables and accruals          | 7    |                            |                                 |                            |
| Employee entitlements                | 8    | 121                        | 109                             | 97                         |
| <b>Total Non-Current Liabilities</b> |      | <b>121</b>                 | <b>109</b>                      | <b>97</b>                  |
| <b>Total Liabilities</b>             |      | <b>3,435</b>               | <b>3,416</b>                    | <b>3,356</b>               |
| <b>Net Assets</b>                    |      | <b>2,417</b>               | <b>2,085</b>                    | <b>1,957</b>               |
| <b>NET WORTH</b>                     |      |                            |                                 |                            |
| Contributed capital                  |      | 2,417                      | 2,085                           | 1,957                      |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)     |      |                            |                                 |                            |
| <b>Total Net Worth</b>               |      | <b>2,417</b>               | <b>2,085</b>                    | <b>1,957</b>               |



**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                        | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         |      |                            |                                 |                            |
| Sale of goods and services                                             | 9    | 6,644                      | 6,025                           | 6,098,                     |
| Investment revenue                                                     | 10   |                            |                                 |                            |
| Donations                                                              | 11   |                            |                                 |                            |
| Other revenue                                                          |      |                            |                                 |                            |
| <b>Total Revenue</b>                                                   |      | <u>6,644</u>               | <u>6,025</u>                    | <u>6,098</u>               |
| <b>Expenses</b>                                                        |      |                            |                                 |                            |
| Personnel costs                                                        | 12   | 4,322                      | 3,832                           | 4,022                      |
| Supplies and consumables                                               | 13   | 1,496                      | 1,446                           | 1,462                      |
| Depreciation                                                           | 6    | 250                        | 234                             | 264                        |
| Impairment of property, plant and equipment                            | 6    |                            |                                 |                            |
| Impairment of inventory                                                | 4    |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 14   |                            |                                 |                            |
| Litigation costs                                                       | 15   |                            |                                 |                            |
| Gain/(losses) on foreign exchange transactions                         | 16   | 576                        | 465                             | 250                        |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 16   |                            | 1                               | 13                         |
| Other expenses                                                         |      | -                          | 5                               | 45                         |
| <b>Total Expenses</b>                                                  |      | <u>6,644</u>               | <u>5,983</u>                    | <u>6,056</u>               |
| <b>Surplus or (deficit) for the period</b>                             |      | <u>-</u>                   | <u>42</u>                       | <u>42</u>                  |

**CASH FLOW STATEMENT****FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                                 |                            |
| <b>Receipts</b>                                             |      |                            |                                 |                            |
| Outputs to Cabinet                                          |      | 5,801                      | 5,468                           | 5,082                      |
| Outputs to other government agencies                        |      | 100                        | 461                             | 84                         |
| Sales and Goods and services – third party                  |      | 725                        | 867                             | 858                        |
| Interest received                                           |      |                            |                                 |                            |
| Donations / Grants                                          |      |                            |                                 |                            |
| Other receipts                                              |      |                            |                                 |                            |
| <b>Payments</b>                                             |      |                            |                                 |                            |
| Personnel costs                                             |      | (4,304)                    | (3,820)                         | (4,259)                    |
| Supplies and consumables                                    |      | (1,993)                    | (2,047)                         | (2,241)                    |
| Interest paid                                               |      |                            |                                 |                            |
| Other payment                                               |      |                            |                                 |                            |
| <b>Net cash flows from operating activities</b>             |      | <b>329</b>                 | <b>929</b>                      | <b>(476)</b>               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Purchase of property, plant and equipment                   |      | (332)                      | (130)                           | (172)                      |
| Transfer of property, plant and equipment to other Dept.    |      |                            |                                 | 3                          |
| Proceeds from sale of property, plant and equipment         |      |                            |                                 |                            |
| Purchase of investments                                     |      |                            |                                 |                            |
| Proceeds from sale of investments                           |      |                            |                                 |                            |
| Cash advances                                               |      |                            |                                 |                            |
| Cash receipts from repayment of advances                    |      |                            |                                 |                            |
| <b>Net cash flows from investing activities</b>             |      | <b>(332)</b>               | <b>(130)</b>                    | <b>(169)</b>               |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Equity investment                                           |      |                            |                                 |                            |
| Repayment of surplus                                        |      | 332                        | 128                             | -                          |
| Capital withdrawal                                          |      |                            |                                 |                            |
| Transfer of net liabilities to other Dept                   |      |                            |                                 | 218                        |
| <b>Net cash flows from financing activities</b>             |      | <b>332</b>                 | <b>128</b>                      | <b>218</b>                 |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>329</b>                 | <b>927</b>                      | <b>(427)</b>               |
| Cash and cash equivalents at beginning of period            |      | 3,708                      | 2,781                           | 3,208                      |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>4,037</b>               | <b>3,708</b>                    | <b>2,781</b>               |

**STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | Contributed<br>Capital | Reserves          | Revaluation<br>Reserve | Accumulated<br>Surplus/<br>(deficits) | Total |
|----------------------------------------------------------------|------------------------|-------------------|------------------------|---------------------------------------|-------|
| <b>Balance at 30 June 2012</b>                                 | 1,957                  |                   |                        | -                                     | 1,957 |
| Changes in accounting policy                                   |                        |                   |                        |                                       |       |
| Prior Year Adjustments                                         |                        |                   |                        |                                       |       |
| <b>Restated balance</b>                                        | 1,957                  |                   |                        |                                       | 1,957 |
| <b>Changes in net worth for 2012/13</b>                        |                        |                   |                        |                                       |       |
| Gain/(loss) on property revaluation                            |                        |                   |                        |                                       |       |
| Gain/(loss) on revaluation of investments                      |                        |                   |                        |                                       |       |
| Exchange differences on translating foreign operations         |                        |                   |                        |                                       |       |
| Equity Investment from Cabinet                                 | 128                    |                   |                        |                                       | 128   |
| Capital withdrawals by Cabinet                                 |                        |                   |                        |                                       |       |
| Repayment of surplus to Cabinet                                |                        |                   |                        |                                       |       |
| <b>Net revenue / expenses recognised directly in net worth</b> |                        |                   |                        |                                       |       |
| Surplus/(deficit)for the period 2012/13                        |                        |                   |                        |                                       |       |
| <b>Total recognised revenues and expenses for the period</b>   |                        |                   |                        |                                       |       |
| <b>Balance at 30 June 2013 carried forward</b>                 | 2,085                  |                   |                        |                                       | 2,085 |
|                                                                | Contributed<br>Capital | Other<br>Reserves | Revaluation<br>Reserve | Accumulated<br>Surplus/<br>(deficits) | Total |
| <b>Balance at 30 June 2013 brought forward</b>                 | 2,085                  |                   |                        |                                       | 2,085 |
| <b>Changes in net worth for 2013/14</b>                        |                        |                   |                        |                                       |       |
| Changes in accounting policy                                   |                        |                   |                        |                                       |       |
| Prior Year Adjustments                                         |                        |                   |                        |                                       |       |
| <b>Restated balance</b>                                        | 2,085                  |                   |                        |                                       | 2,085 |
| <b>Changes in net worth for 2013/14</b>                        |                        |                   |                        |                                       |       |
| Gain/(loss) on property revaluation                            |                        |                   |                        |                                       |       |
| Gain/(loss) on revaluation of investments                      |                        |                   |                        |                                       |       |
| Exchange differences on translating foreign operations         |                        |                   |                        |                                       |       |
| Equity Investment from Cabinet                                 | 332                    |                   |                        |                                       | 332   |
| Capital withdrawals by Cabinet                                 |                        |                   |                        |                                       |       |
| Repayment of surplus/Dividends to Cabinet                      |                        |                   |                        |                                       |       |
| <b>Net revenue / expenses recognised directly in net worth</b> |                        |                   |                        |                                       |       |
| Surplus/(deficit)for the period 2013/14                        | -                      |                   |                        |                                       |       |
| <b>Total recognised revenues and expenses for the period</b>   |                        |                   |                        |                                       |       |
| <b>Balance at 30 June 2014</b>                                 | 2,417                  |                   |                        |                                       | 2,417 |

**STATEMENT OF ACCOUNTING POLICIES**

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Cabinet Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2012.

Specific Accounting Policies

Revenue

*Output revenue*

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

*Interest revenue*

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

Expenses

*General*

Expenses are recognised when incurred.

*Depreciation*

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

Assets

#### *Cash and cash equivalents*

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

#### *Receivables and advances*

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

#### *Inventory*

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

#### *Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

#### *Computer Hardware and Software*

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

#### *Liabilities*

##### *Accounts Payable*

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

##### *Provisions*

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

##### *Employee entitlements*

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

**NOTE 1. CASH AND CASH EQUIVALENTS**

|                                                               | <b>Foreign<br/>Currency<br/>\$000</b> | <b>Exchange<br/>Rate<br/>\$000</b> | <b>2013/14<br/>Budget</b> |
|---------------------------------------------------------------|---------------------------------------|------------------------------------|---------------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 8                                     | 1.000                              | 8                         |
| Cash in transit (IRIS Remittance Account)                     | 3,289                                 | 1.000                              | 3,289                     |
| CI\$ Operational Current Account held at Royal Bank of Canada | 825                                   | 0.8375                             | 691                       |
| US\$ Operational Current Account held at Royal Bank of Canada | 49                                    | 1.0000                             | 49                        |
| Payroll Current Account held at Royal Bank of Canada          |                                       |                                    |                           |
| Bank accounts held at other financial Institutions            |                                       |                                    |                           |
| <u><b>[DISCLOSE ACCOUNT]</b></u>                              |                                       |                                    |                           |
| Fixed Deposits held with Treasury (less than 90 days)         |                                       |                                    |                           |
| <b>Total Cash and Cash Equivalents</b>                        |                                       |                                    | <b>4,037</b>              |

## NOTE 2. TRADE AND OTHER RECEIVABLES

### TRADE RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Sale of goods and services                |                            |                                 |                            |
| Outputs to Cabinet                        | 625                        | 608                             | 1,379                      |
| Outputs to other government agencies      |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> | (20)                       | (20)                            | (54)                       |
| <b>Total trade receivables</b>            | <b>605</b>                 | <b>588</b>                      | <b>1,325</b>               |

### OTHER RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Advances (salary, official travel, etc)   | 3                          | 4                               | 2                          |
| Dishonoured cheques                       | 21                         | 21                              | 14                         |
| Interest receivable                       |                            |                                 |                            |
| Other                                     | 8                          | 18                              | 8                          |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total other receivables</b>            | <b>32</b>                  | <b>43</b>                       | <b>24</b>                  |

|                           | Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget |
|---------------------------|----------------------|----------------------|-------------------|
| <b>Current</b>            |                      |                      |                   |
| Past due 1-30 days        | 605                  | 32                   | 637               |
| Past due 31-60 days       |                      |                      |                   |
| Past due 61-90 days       |                      |                      |                   |
| Past due 90 and above     |                      |                      |                   |
| <b>Non-Current</b>        |                      |                      |                   |
| Past due 1 year and above |                      |                      |                   |
| <b>Total</b>              | <b>605</b>           | <b>32</b>            | <b>637</b>        |

Changes in the provision of doubtful debts:

| Description                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------|-------------------|------------------------|-------------------|
| Balance at 1 July, 2013                    | 20                | 54                     | 31                |
| Additional provisions made during the year | -                 |                        | 23                |
| Excess provision written back              |                   | (10)                   |                   |
| Receivables written off during the period  |                   | (24)                   |                   |
| Balance at 30 June, 2014                   | 20                | 20                     | 54                |

### NOTE 3. INVENTORIES

|                                                               | Current | Non-<br>Current | 2013/14<br>Budget |
|---------------------------------------------------------------|---------|-----------------|-------------------|
| Inventory held for use in the provision of goods and services |         |                 |                   |
| Inventory held for sale                                       |         |                 |                   |
| Impairment of Inventory                                       |         |                 |                   |
| <b>Total Inventories</b>                                      |         |                 |                   |



**NOTE 4. INVESTMENTS**

| <b>Investments</b>                                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est.<br/>Actual</b> | <b>2011/12<br/>Actual</b> |
|-------------------------------------------------------------------|---------------------------|------------------------------------|---------------------------|
| Description                                                       |                           |                                    |                           |
| <b>Total Investments at the lower of cost or<br/>Market value</b> |                           |                                    |                           |

**NOTE 5. PREPAYMENTS**

| <b>Description</b>  | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est.<br/>Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------|---------------------------|------------------------------------|---------------------------|
| Accrued prepayments | 65                        | 131                                | 48                        |
| <b>Total</b>        | 65                        | 131                                | 48                        |

## NOTE 6. PROPERTY, PLANT AND EQUIPMENT

As at 30 June 2014

|                                       | Vehicles | Furniture<br>and<br>Fittings | Computer<br>Hardware | Office<br>Equipment | Other<br>Assets | Total        |
|---------------------------------------|----------|------------------------------|----------------------|---------------------|-----------------|--------------|
|                                       | \$000    | \$000                        | \$000                | \$000               | \$000           | \$000        |
| <u>Cost</u>                           |          |                              |                      |                     |                 |              |
| At 1 July 2013                        | 15       | 280                          | 20                   | 181                 | 2,249           | 2,745        |
| Additions                             | -        | 6                            | 6                    | -                   | 320             | 332          |
| At 30 June 2014                       | 15       | 286                          | 26                   | 181                 | 2,569           | 3,077        |
| <u>Accumulated depreciation</u>       |          |                              |                      |                     |                 |              |
| At 1 July 2013                        | 15       | 221                          | 20                   | 153                 | 1,305           | 1,714        |
| Depreciation charge for the year      | -        | 25                           | 1                    | 11                  | 213             | 250          |
| At 30 June 2014                       | 15       | 246                          | 21                   | 153                 | 1,518           | 1,964        |
| <b>Carrying value at 30 June 2014</b> | <b>-</b> | <b>227</b>                   | <b>5</b>             | <b>28</b>           | <b>1,051</b>    | <b>1,113</b> |

As at 30 June 2013

|                                       | Vehicles | Furniture<br>and<br>Fittings | Computer<br>Hardware<br>and<br>Software | Office<br>Equipment | Other<br>Assets | Total        |
|---------------------------------------|----------|------------------------------|-----------------------------------------|---------------------|-----------------|--------------|
|                                       | \$000    | \$000                        | \$000                                   | \$000               | \$000           | \$000        |
| <u>Cost</u>                           |          |                              |                                         |                     |                 |              |
| At 1 July 2012                        | 15       | 273                          | 20                                      | 175                 | 2,132           | 2,615        |
| Additions                             | -        | 7                            | -                                       | 6                   | 117             | 130          |
| At 30 June 2013                       | -        | 280                          | 20                                      | 181                 | 2,249           | 2,745        |
| <u>Accumulated depreciation</u>       |          |                              |                                         |                     |                 |              |
| At 1 July 2012                        | 15       | 196                          | 20                                      | 134                 | 1,115           | 1,480        |
| Depreciation charge for the year      | -        | 25                           | -                                       | 19                  | 190             | 234          |
| At 30 June 2013                       | -        | 221                          | 20                                      | 153                 | 1,305           | 1,714        |
| <b>Carrying value at 30 June 2013</b> | <b>-</b> | <b>59</b>                    | <b>-</b>                                | <b>28</b>           | <b>944</b>      | <b>1,031</b> |

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

|                                                          | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Creditors                                                | 6                          | 8                               | 6                          |
| Creditors Ministries/Portfolios                          | 40                         | 42                              | 38                         |
| Accrued Expenses                                         | 120                        | 117                             | 118                        |
| Payroll Deductions                                       |                            |                                 |                            |
| Other payables                                           | 2                          |                                 |                            |
| <b>Total trade payables, other payables and accruals</b> | <b>168</b>                 | <b>167</b>                      | <b>162</b>                 |

**NOTE 8. EMPLOYEE ENTITLEMENTS**

|                                                                     | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                                        |                            |                                 |                            |
| Retirement and long service leave                                   | 140                        | 134                             | 134                        |
| Accrued salaries                                                    |                            |                                 |                            |
| Travel                                                              |                            |                                 |                            |
| <b>Total current portion</b>                                        | <b>140</b>                 | <b>134</b>                      | <b>134</b>                 |
| <i><b>Non-current employee entitlements are represented by:</b></i> |                            |                                 |                            |
|                                                                     | 121                        | 109                             | 97                         |
| Retirement and long term service leave                              |                            |                                 |                            |
| <b>Total employee entitlements</b>                                  | <b>261</b>                 | <b>243</b>                      | <b>231</b>                 |

**NOTE 9a. SALES OF GOODS AND SERVICES**

| Revenue Type                             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Outputs to Cabinet                       | 5,870                      | 5,194                           | 5,183                      |
| Outputs to other government agencies     | 50                         | 13                              | 26                         |
| Fees and charges                         | 720                        | 785                             | 854                        |
| General sales                            |                            |                                 |                            |
| Rentals                                  |                            |                                 |                            |
| Other                                    | 4                          | 33                              | 35                         |
| <b>Total sales of goods and services</b> | <b>6,644</b>               | <b>6,025</b>                    | <b>6,098</b>               |

**FEES AND CHARGES**

|                               | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|-------------------------------|-------------------|------------------------|-------------------|
| Fees and Charges              | \$000             | \$000                  | \$000             |
| Law school fees               | 720               | 785                    | 854               |
| <b>Total Fees and Charges</b> | 720               | 785                    | 854               |

**General Sales**

Description

|                            |  |  |  |
|----------------------------|--|--|--|
| <b>Total General Sales</b> |  |  |  |
|----------------------------|--|--|--|

**Rentals**

Description

|                      |  |  |  |
|----------------------|--|--|--|
| <b>Total Rentals</b> |  |  |  |
|----------------------|--|--|--|

**Other Goods & Services Revenue  
Goods & Services Revenue**

Description

|              |  |  |  |
|--------------|--|--|--|
| <b>Total</b> |  |  |  |
|--------------|--|--|--|

**Sales of Outputs to Cabinets**

Sales of outputs to Cabinet

|                                          |  |  |  |
|------------------------------------------|--|--|--|
| <b>Total Sales of Outputs to Cabinet</b> |  |  |  |
|------------------------------------------|--|--|--|

**Other Interdepartmental Revenue**

Financial Attest Services

Revenue from Ministries/Portfolios &amp; Public Authorities

|                                              |  |  |  |
|----------------------------------------------|--|--|--|
| <b>Total Other Interdepartmental Revenue</b> |  |  |  |
|----------------------------------------------|--|--|--|

|                                 |  |  |  |
|---------------------------------|--|--|--|
| <b>Total Goods and Services</b> |  |  |  |
|---------------------------------|--|--|--|

**NOTE 9b. REVENUE CONCESSIONS**

| <b>Revenue Type</b>                             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|-------------------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                                 | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| (e.g. Examination fees; construction materials) |                           |                                |                           |

---

**Total concessions**


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**NOTE 10. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|----------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                        | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on deposits held with cabinet |                           |                                |                           |
| Interest on cash balances              |                           |                                |                           |
| Royalties                              |                           |                                |                           |
| Other                                  |                           |                                |                           |
| <b>Total Investment revenue</b>        |                           |                                |                           |

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**NOTE 11. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------|---------------------------|--------------------------------|---------------------------|
|                        | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| <b>Total donations</b> |                           |                                |                           |

---

**NOTE 12. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|--------------------------------|---------------------------|--------------------------------|---------------------------|
|                                | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Salaries, wages and allowances | 3,684                     | 3,296                          | 3,495                     |
| Health care                    | 415                       | 341                            | 335                       |
| Pension                        | 201                       | 173                            | 165                       |
| Leave                          | 22                        | 23                             | 27                        |
| Other personnel related costs  |                           |                                |                           |
| <b>Total Personnel Costs</b>   | <b>4,322</b>              | <b>3,833</b>                   | <b>4,022</b>              |

---

**NOTE 13. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                       | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Supplies and Materials                | 53                        | 36                             | 59                        |
| Purchase of services                  | 321                       | 301                            | 299                       |
| Lease of property and equipment       | 617                       | 616                            | 624                       |
| Utilities                             | 237                       | 226                            | 223                       |
| General Insurance                     | 25                        | 21                             | 23                        |
| Interdepartmental expenses            | 30                        | 32                             | 32                        |
| Travel and Subsistence                | 110                       | 115                            | 118                       |
| Recruitment and Training              | 28                        | 20                             | 22                        |
| Other                                 | 75                        | 79                             | 62                        |
| <b>Total Supplies and Consumables</b> | <b>1,496</b>              | <b>1,446</b>                   | <b>1,462</b>              |

**NOTE 14. FINANCE COSTS**

|                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------|---------------------------|--------------------------------|---------------------------|
|                           | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on overdraft     |                           |                                |                           |
| Other                     |                           |                                |                           |
| <b>Total Finance cost</b> |                           |                                |                           |

**NOTE 15. LITIGATION COSTS**

The Attorney General's Office provides litigation services to [Ministry/Portfolio]. However during the year ended 30 June [ ] the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$XX in [Current Year] and \$XX in [Prior Year].

| <b>Litigation Costs</b>      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------------|---------------------------|--------------------------------|---------------------------|
|                              | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Description                  | 576                       | 465                            | 250                       |
| Description                  |                           |                                |                           |
| <b>Total Litigation cost</b> | <b>576</b>                | <b>465</b>                     | <b>250</b>                |

**NOTE 16. GAINS / (LOSSES)**

|                                                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|----------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                                | \$000             | \$000                  | \$000             |
| Net (gain) / loss on disposal of property, plant and equipment |                   |                        |                   |
| Net (gain) / loss on foreign exchange Transactions             | -                 | 1                      | 13                |
| <b>Total gains / (losses)</b>                                  | -                 | 1                      | 13                |

During the period the [Ministry/Portfolio] disposed of [type of property, plant, equipment] that was [state purpose]. The net gain on [type of property, plant, equipment] disposals was \$XX [2008/09; \$XX]. Approval was obtained to dispose of these assets.

**NOTE 17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                              | \$000             | This Year<br>\$000     | \$000             |
| Surplus/(deficit) from ordinary activities                   | -                 | 42                     | 42                |
| <b>Non-cash movements</b>                                    |                   |                        |                   |
| Depreciation expense                                         | 250               | 234                    | 264               |
| Impairment                                                   |                   |                        |                   |
| Provision for bad debts                                      |                   | (10)                   | 23                |
| Gain/Loss on Derecognition of Asset                          |                   | 15                     | 22                |
| (Gain)/losses on sale of property plant and equipment        |                   |                        |                   |
| Foreign exchange gains/(losses)                              |                   |                        |                   |
| <b>Changes in current assets and liabilities</b>             |                   |                        |                   |
| (Increase)/decrease in other current assets                  | 128               | 357                    | (357)             |
| (Increase)/decrease in receivables                           |                   |                        |                   |
| (Increase)/decrease in receivables - Cabinet                 | (68)              | 274                    | (101)             |
| (Increase)/decrease in inventories                           |                   |                        |                   |
| (Increase)/decrease in payables                              | 1                 | 5                      | (208)             |
| (Increase)/decrease in provisions relating to employee costs | 18                | 12                     | (161)             |
| <b>Net cash flows from operating activities</b>              | 329               | 929                    | (476)             |

## NOTE 18. CONTINGENT LIABILITIES AND ASSETS

|                                                                                       | Beginning<br>Balance | Additions | Disbursements | Adjustments | 2013/14<br>Budget |
|---------------------------------------------------------------------------------------|----------------------|-----------|---------------|-------------|-------------------|
| <b>Guarantees</b>                                                                     |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Quantifiable Guarantees</b>                                                  |                      |           |               |             |                   |
| <b>Legal Proceedings and Disputes</b>                                                 |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Legal Proceedings and Disputes</b>                                           |                      |           |               |             |                   |
| <b>Other Contingent Liabilities</b>                                                   |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Liabilities</b>                                             |                      |           |               |             |                   |
| <b>Total contingent liabilities</b>                                                   |                      |           |               |             |                   |
| <b>Contingent Assets</b>                                                              |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Assets</b>                                                  |                      |           |               |             |                   |



**NOTE 19: COMMITMENTS**

| Type                                                           | One year<br>or less | One to<br>five<br>Years | Over five<br>Years | Total |
|----------------------------------------------------------------|---------------------|-------------------------|--------------------|-------|
| <b>Capital Commitments</b>                                     |                     |                         |                    |       |
| Property, plant and equipment                                  |                     |                         |                    |       |
| Other fixed assets                                             |                     |                         |                    |       |
| Other commitments (list separately if material)                |                     |                         |                    |       |
| <b>Total Capital Commitments</b>                               |                     |                         |                    |       |
| <b>Operating Commitments</b>                                   |                     |                         |                    |       |
| Non-cancellable accommodation leases                           |                     |                         |                    |       |
| Other non-cancellable leases                                   |                     | 617                     |                    | 617   |
| Non-cancellable contracts for the supply of goods and services |                     |                         |                    |       |
| Other operating commitments                                    |                     |                         |                    |       |
| <b>Total Operating Commitments</b>                             |                     | 617                     |                    | 617   |
| <b>Total Commitments</b>                                       |                     | 617                     |                    | 617   |

**NOTE 21. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The [Ministry/Portfolio] is a wholly owned entity of the government from which it derives a major source of its revenue. The [Ministry/Portfolio] and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

|                                                 | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|-------------------------------------------------|-------------------|------------------------|-------------------|
|                                                 | \$000             | \$000                  | \$000             |
| <b>Description</b>                              |                   |                        |                   |
| Salaries and other short-term employee benefits | 780               | 805                    | 711               |
| Past employee benefits                          |                   |                        |                   |
| Other long-term benefits                        |                   |                        |                   |
| Termination benefits                            |                   |                        |                   |
| Loans                                           |                   |                        |                   |
| <b>Total</b>                                    | 780               | 805                    | 711               |

The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

| Loan Recipient | Relationship to key management personnel | Amount Advanced | Amount Repaid | Balance | Terms and conditions of Loan |
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|

*[If no loans were granted to key management personnel or their close relatives during the financial year then make statement to this effect].*

[THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The [Ministry/Portfolio] is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

#### Credit risk

In the normal course of its business the [Ministry/Portfolio] is subject to credit risk from debtors other than the Cabinet. The [Ministry/Portfolio] does not have significant concentrations of credit risk for its other financial instruments.

#### Currency and interest rate risk

The [Ministry/Portfolio] has no significant exposure to currency exchange loss risk and interest rate risk.

#### Liquidity risk

In meeting its liquidity requirements, the [Ministry/Portfolio] closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The [Ministry/Portfolio] maintains a target level of available cash to meet liquidity requirements.

All of the [Ministry/Portfolio] financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# ANNUAL BUDGET STATEMENT

## OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

**PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

**PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

**APPENDIX: Forecast Financial Statements**

## STATEMENT FROM THE ATTORNEY GENERAL

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Honourable Samuel Bulgin, QC, JP**  
**Minister**

Office of the Director of Public Prosecutions

October 4 2013

## STATEMENT FROM THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as of this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Ms. Cheryl Richards, QC, JP**  
**Director of Public Prosecution / Chief Officer**

Office of the Director of Public Prosecutions

October 4 2013

## **PART A**

# **OWNERSHIP PERFORMANCE**

## **1. NATURE AND SCOPE OF ACTIVITIES**

---

### **GENERAL NATURE OF ACTIVITIES**

Prosecution of criminal offences and international cooperation.

### **SCOPE OF ACTIVITIES**

- The prosecution of criminal offences; and
- International legal cooperation activity

### **CUSTOMERS AND LOCATION OF ACTIVITIES**

Customers for all activities are the Royal Cayman Island Police Service, Customs, Immigration, Government agencies and general public. All services located in the Cayman Islands.

## 2. STRATEGIC OWNERSHIP GOALS

---

The key strategic ownership goals for the Office of the Director of Public Prosecutions for the 2013/14 and the subsequent two years are as follows:

- Ensure optimum use of Government resources so that costs are reduced as much as possible
- Development of Staff Retention Program to ensure that department continues to be adequately staffed
- Provision of optimum legal services to the Government and Government entities
- Complete the joint web-site for the Courts and the Portfolio of Legal Affairs
- Training of articulated clerks
- The continuing professional education of qualified attorneys in Government service
- Training of administrative and support staff to paralegal standard
- Comply with the performance appraisal system
- Developing and maintaining legal research tools and data base
- The maintenance of equipment conducive to the production of the Portfolio's outputs



### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Office of the Director of Public Prosecutions for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 2,741,000               | 2,723,981               |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies |                         |                         |
| Revenue from others                                                                 |                         | 17,149                  |
| Surplus/deficit from outputs                                                        |                         |                         |
| Ownership expenses                                                                  | 2,741,000               | 2,551,896               |
| <b>Operating Surplus/Deficit</b>                                                    |                         | 189,234-                |
|                                                                                     |                         |                         |
| Net Worth                                                                           | 411,000                 | 339,559                 |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | 57,000                  | (253,251)               |
| Cash flows from investing activities                                                | (72,000)                | (128,000)               |
| Cash flows from financing activities                                                | 72,000                  | 127,000                 |
| Change in cash balances                                                             | 57,000                  | (252,251)               |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) | 1.33                   | 1.25                   |
| Total Assets: Total Liabilities                       | 1.74                   | 1.62                   |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                                                                                                         |  | 2013/14<br>Budget | 2012/13<br>Actual |
|------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                                                                                                      |  | 21                | 20                |
| Staff turnover (%)<br>Managers<br>Professional and technical staff<br>Clerical and labourer staff                                              |  |                   |                   |
| Average length of service (number of years in current position)<br>Managers<br>Professional and technical staff<br>Clerical and labourer staff |  |                   |                   |
| Changes to personnel management system:                                                                                                        |  |                   |                   |

| Physical Capital Measures                          | 2013/14<br>Budget | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| Value of total assets                              | 968,000\$         | \$886,000         |
| Asset replacements: total assets                   | 0.03%             | 0.03%             |
| Book value of assets: initial cost of those assets | 0.72%             | 0.83%             |
| Depreciation: cash flow on asset purchases         | 0.64%             | 0.24%             |
| Changes to asset management policies               |                   |                   |

| Major <u>New</u> Entity Capital Expenditures for the Year | 2013/14<br>Budget<br>\$ |
|-----------------------------------------------------------|-------------------------|
| Library books and leasehold improvements                  | 72,000                  |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the Portfolio    | Change in status from 2012/13 | Actions to manage risk                                                                                                                                                                                                                                                                                                                                                                                                              | Financial value of risk |
|-------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Loss of Files                       | Unchanged                     | Improved Alternative Storage<br>Continue with implementation of case file management system                                                                                                                                                                                                                                                                                                                                         | Unknown                 |
| Insufficient Administrative Support | Unchanged                     | Continue to add support staff                                                                                                                                                                                                                                                                                                                                                                                                       | Unknown                 |
| Loss of Staff                       | Unchanged                     | <ul style="list-style-type: none"> <li>• Ensure that the compensation differential with the private sector is at an acceptable level</li> <li>• Improve the physical working environment</li> <li>• Ensure that departments are adequately staffed which will ensure an equitable distribution of workload</li> <li>• Retention of staff continues to be a major issue and is affecting the performance of the Portfolio</li> </ul> | Unknown                 |
|                                     |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                     |                         |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                                                        | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|----------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the <i>Director of Public Prosecutions</i>         | 72,000                  | 127,000                 |
| Capital (Equity) Withdrawal by Cabinet from the <i>Director of Public Prosecutions</i> |                         |                         |

## PART B

# OUTPUT PERFORMANCE

## 5. OUTUTS TO BE DELIVERED

| DPP 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Prosecution and Victims Support                   | \$2,438,880                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|
| <b>Description</b><br>Provision of prosecution services relating to criminal matters.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                   |                                                   |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2013/14<br>Budget                                 | 2012/13<br>Actual                                 |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>Number of cases for which legal rulings provided</li> <li>Number of cases prosecuted</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1,200 -<br>1,400<br>900 -1,100                    | 1,200 - 1,400<br>900 -1,100                       |
| <b>Quality</b> <ul style="list-style-type: none"> <li>Availability of qualified Crown Counsel</li> <li>Percentage of indictments that were drafted correctly and did not required revision</li> <li>Percentage of indictments that were successfully lodged</li> <li>Percentage of times that disclosures provided to the defense was satisfactory to the expectations of the end-user</li> </ul>                                                                                                                                                                                                                                                                                                   | 100%<br>100%<br>100%<br>95%                       | 100%<br>100%<br>100%<br>95%                       |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Percentage of rulings within specified time</li> <li>Percentage of advice given within specified time</li> <li>Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day</li> <li>Percentage of prosecution undertaken within a given period or as required</li> <li>Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing</li> <li>Percentage of Preliminary Bundles prepared within time specified the court</li> <li>Percentage of times hearings are accomplished within time set for such hearings</li> </ul> | 100%<br>98%<br>100%<br>100%<br>95%<br>100%<br>95% | 100%<br>98%<br>100%<br>100%<br>95%<br>100%<br>95% |
| <b>Location</b><br>Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100%                                              | 100%                                              |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$2,438,880</b>                                | <b>\$2,548,456</b>                                |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                   |                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                   |                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------|
| <b>DPP 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>International Legal Cooperation Activities</b> | <b>\$302,307</b>          |
| <b>Description</b><br>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.                                                                                                                                                                                            |                                                   |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of request of assistance from Authority</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Qualified Attorneys to provide requested assistance</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Assistance given within required time line</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>Grand Cayman</li> </ul> | <b>2013/14<br/>Budget</b>                         | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 40-50                                             | 40-50                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                              | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                              | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$302,307</b>                                  | <b>\$175,525</b>          |
| <b>Related Broad Outcome:</b><br>3. A More Secure Community                                                                                                                                                                                                                                                                                                                                                                                                |                                                   |                           |



## 6. PAYMENT ARRANGEMENTS

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Cabinet will pay Office of the Director of Public Prosecutions for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Attorney General. The invoice will contain sufficient evidence of the outputs delivered for the Attorney General to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVIOCE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>DPP 1<br/>\$</b> | <b>DPP 2<br/>\$</b> |
|--------------|---------------------|---------------------|
| July         | 223,233             | 15,375              |
| August       | 223,233             | 15,375              |
| September    | 223,233             | 15,375              |
| October      | 223,233             | 15,375              |
| November     | 193,162             | 30,182              |
| December     | 193,162             | 30,182              |
| January      | 193,162             | 30,182              |
| February     | 193,162             | 30,182              |
| March        | 193,162             | 30,182              |
| April        | 193,162             | 30,182              |
| May          | 193,162             | 30,182              |
| June         | 193,162             | 30,185              |
| <b>TOTAL</b> | <b>2,438,880</b>    | <b>302,307</b>      |



**OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Ms. Cheryl Richards, OC, JP**

**Director of Public Prosecutions**

Office of the Director of Public Prosecutions

October 4 2013

*Director of Public Prosecutions*  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 504                        | 447                             | 701                        |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 228                        | 226                             | 162                        |
| Other receivables                    | 2    |                            | 4                               | 59                         |
| Inventories                          | 3    |                            |                                 |                            |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 6                          | 5                               | -                          |
| <b>Total Current Assets</b>          |      | <u>738</u>                 | <u>682</u>                      | <u>922</u>                 |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 3    |                            |                                 |                            |
| Other receivables                    | 3    |                            |                                 |                            |
| Inventories                          | 4    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 230                        | 204                             | 107                        |
| <b>Total Non-Current Assets</b>      |      | <u>230</u>                 | <u>204</u>                      | <u>107</u>                 |
| <b>Total Assets</b>                  |      | <u>968</u>                 | <u>886</u>                      | <u>1,029</u>               |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 7    | 20                         | 20                              | 355                        |
| Other payables and accruals          | 7    | 185                        | 181                             | 306                        |
| Bank overdraft                       | 2    |                            |                                 |                            |
| Unearned revenue                     |      |                            |                                 |                            |
| Employee entitlements                | 8    | 90                         | 84                              | 83                         |
| Repayment of surplus                 |      | 262                        | 262                             | 73                         |
| <b>Total Current Liabilities</b>     |      | <u>557</u>                 | <u>547</u>                      | <u>817</u>                 |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 7    |                            |                                 |                            |
| Other payables and accruals          | 7    |                            |                                 |                            |
| Employee entitlements                | 8    |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |      | <u>-</u>                   | <u>-</u>                        | <u>-</u>                   |
| <b>Total Liabilities</b>             |      | <u>557</u>                 | <u>547</u>                      | <u>817</u>                 |
| <b>Net Assets</b>                    |      | <u>411</u>                 | <u>339</u>                      | <u>212</u>                 |
| <b>NET WORTH</b>                     |      |                            |                                 |                            |
| Contributed capital                  |      | 411                        | 339                             | 212                        |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)     |      |                            |                                 |                            |
| <b>Total Net Worth</b>               |      | <u>411</u>                 | <u>339</u>                      | <u>212</u>                 |

*Director of Public Prosecutions*  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                        | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         |      |                            |                                 |                            |
| Sale of goods and services                                             | 9    | 2,741                      | 2,724                           | 2,647                      |
| Investment revenue                                                     | 10   |                            |                                 |                            |
| Donations                                                              | 11   |                            |                                 |                            |
| Other revenue                                                          |      | -                          | 17                              | 60                         |
| <b>Total Revenue</b>                                                   |      | <u>2,741</u>               | <u>2,741</u>                    | <u>2,707</u>               |
| <b>Expenses</b>                                                        |      |                            |                                 |                            |
| Personnel costs                                                        | 12   | 1,923                      | 1,793                           | 1,700                      |
| Supplies and consumables                                               | 13   | 522                        | 434                             | 687                        |
| Depreciation                                                           | 6    | 46                         | 31                              | 13                         |
| Impairment of property, plant and equipment                            | 6    |                            |                                 |                            |
| Impairment of inventory                                                | 4    |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 14   |                            |                                 |                            |
| Litigation costs                                                       | 15   | 250                        | 292                             | 225                        |
| Gain/(losses) on foreign exchange transactions                         | 16   |                            | 2                               | 9                          |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 16   |                            |                                 |                            |
| Other expenses                                                         |      |                            |                                 |                            |
| <b>Total Expenses</b>                                                  |      | <u>2,741</u>               | <u>2,552</u>                    | <u>2,634</u>               |
| <b>Surplus or (deficit) for the period</b>                             |      | <u>-</u>                   | <u>189</u>                      | <u>73</u>                  |

**CASH FLOW STATEMENT****FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                                 |                            |
| <b>Receipts</b>                                             |      |                            |                                 |                            |
| Outputs to Cabinet                                          |      | 2,739                      | 2,660                           | 2,485                      |
| Outputs to other government agencies                        |      |                            |                                 |                            |
| Sales and Goods and services – third party                  |      |                            | 72                              | 1                          |
| Interest received                                           |      |                            |                                 |                            |
| Donations / Grants                                          |      |                            |                                 |                            |
| Other receipts                                              |      |                            |                                 |                            |
| <b>Payments</b>                                             |      |                            |                                 |                            |
| Personnel costs                                             |      | (1,917)                    | (1,972)                         | (1,694)                    |
| Supplies and consumables                                    |      | (765)                      | (1,013)                         | (404)                      |
| Interest paid                                               |      |                            |                                 |                            |
| Other payment                                               |      |                            |                                 |                            |
| <b>Net cash flows from operating activities</b>             |      | <b>57</b>                  | <b>(253)</b>                    | <b>388</b>                 |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Purchase of property, plant and equipment                   |      | (72)                       | (128)                           | (117)                      |
| Proceeds from sale of property, plant and equipment         |      |                            |                                 |                            |
| Purchase of investments                                     |      |                            |                                 |                            |
| Proceeds from sale of investments                           |      |                            |                                 |                            |
| Cash advances                                               |      |                            |                                 |                            |
| Cash receipts from repayment of advances                    |      |                            |                                 |                            |
| <b>Net cash flows from investing activities</b>             |      | <b>(72)</b>                | <b>(128)</b>                    | <b>(117)</b>               |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Equity investment                                           |      | 72                         | 127                             | 430                        |
| Repayment of surplus                                        |      |                            |                                 |                            |
| Capital withdrawal                                          |      |                            |                                 |                            |
| <b>Net cash flows from financing activities</b>             |      | <b>72</b>                  | <b>127</b>                      | <b>430</b>                 |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>57</b>                  | <b>254</b>                      | <b>701</b>                 |
| Cash and cash equivalents at beginning of period            |      | 447                        | 701                             |                            |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>504</b>                 | <b>447</b>                      | <b>701</b>                 |

**STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | Contributed<br>Capital | Reserves          | Revaluation<br>Reserve | Accumulated<br>Surplus/<br>(deficits) | Total |
|----------------------------------------------------------------|------------------------|-------------------|------------------------|---------------------------------------|-------|
| <b>Balance at 30 June 2012</b>                                 | 212-                   | -                 | -                      | -                                     | 212   |
| Changes in accounting policy                                   |                        |                   |                        |                                       |       |
| Prior Year Adjustments                                         |                        |                   |                        |                                       |       |
| <b>Restated balance</b>                                        | 212                    |                   |                        | -                                     | 212   |
| <b>Changes in net worth for 2012/13</b>                        |                        |                   |                        |                                       |       |
| Gain/(loss) on property revaluation                            |                        |                   |                        |                                       |       |
| Gain/(loss) on revaluation of investments                      |                        |                   |                        |                                       |       |
| Exchange differences on translating foreign operations         |                        |                   |                        |                                       |       |
| Equity Investment from Cabinet                                 | 127                    |                   |                        |                                       | 127   |
| Capital withdrawals by Cabinet                                 |                        |                   |                        |                                       |       |
| Repayment of surplus to Cabinet                                |                        |                   |                        |                                       |       |
| <b>Net revenue / expenses recognised directly in net worth</b> | 339                    |                   |                        |                                       | 339   |
| Surplus/(deficit)for the period 2012/13                        |                        |                   |                        | 189                                   | 189   |
| Surplus repayment for the period 2012/13                       |                        |                   |                        | (189)                                 | (189) |
| <b>Total recognised revenues and expenses for the period</b>   |                        |                   |                        |                                       |       |
| <b>Balance at 30 June 2013 carried forward</b>                 | 339                    |                   |                        | -                                     | 339   |
|                                                                | Contributed<br>Capital | Other<br>Reserves | Revaluation<br>Reserve | Accumulated<br>Surplus/<br>(deficits) | Total |
| <b>Balance at 30 June 2013 brought forward</b>                 | 339                    |                   |                        | -                                     | 339   |
| <b>Changes in net worth for 2013/14</b>                        |                        |                   |                        |                                       |       |
| Changes in accounting policy                                   |                        |                   |                        |                                       |       |
| Prior Year Adjustments                                         |                        |                   |                        |                                       |       |
| <b>Restated balance</b>                                        | 339                    |                   |                        | -                                     | 339   |
| <b>Changes in net worth for 2013/14</b>                        |                        |                   |                        |                                       |       |
| Gain/(loss) on property revaluation                            |                        |                   |                        |                                       |       |
| Gain/(loss) on revaluation of investments                      |                        |                   |                        |                                       |       |
| Exchange differences on translating foreign operations         |                        |                   |                        |                                       |       |
| Equity Investment from Cabinet                                 | 72                     |                   |                        |                                       | 72    |
| Capital withdrawals by Cabinet                                 |                        |                   |                        |                                       |       |
| Repayment of surplus/Dividends to Cabinet                      |                        |                   |                        |                                       |       |
| <b>Net revenue / expenses recognised directly in net worth</b> | 411                    |                   |                        |                                       | 411   |
| Surplus/(deficit)for the period 2013/14                        |                        |                   |                        |                                       |       |
| Surplus repayment for the period 2013/14                       |                        |                   |                        |                                       |       |
| <b>Total recognised revenues and expenses for the period</b>   |                        |                   |                        |                                       |       |
| <b>Balance at 30 June 2014</b>                                 | 411                    |                   |                        |                                       | 411   |

*Director of Public Prosecutions*  
**STATEMENT OF ACCOUNTING POLICIES**

*[Director of Public Prosecutions]*  
General Accounting Policies

Reporting entity

These forecast financial statements are for the *Cabinet Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2013.

Specific Accounting Policies

Revenue

*Output revenue*

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

*Interest revenue*

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

Expenses

*General*

Expenses are recognised when incurred.

*Depreciation*

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

Assets

*Cash and cash equivalents*

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

*Receivables and advances*

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

*Inventory*

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

*Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.



#### *Computer Hardware and Software*

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

#### Liabilities

##### *Accounts Payable*

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

##### *Provisions*

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

##### *Employee entitlements*

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

## NOTE 1. CASH AND CASH EQUIVALENTS

|                                                               | Foreign<br>Currency<br>\$000 | Exchange<br>Rate<br>\$000 | 2013/14<br>Budget |
|---------------------------------------------------------------|------------------------------|---------------------------|-------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           |                              |                           |                   |
| Cash in transit (IRIS Remittance Account)                     | 479                          | 1.0000                    | 479               |
| CI\$ Operational Current Account held at Royal Bank of Canada | 25                           | 1.0000                    | 25                |
| US\$ Operational Current Account held at Royal Bank of Canada |                              |                           |                   |
| Payroll Current Account held at Royal Bank of Canada          |                              |                           |                   |
| Bank accounts held at other financial Institutions            |                              |                           |                   |
| <u>[DISCLOSE ACCOUNT]</u>                                     |                              |                           |                   |
| Fixed Deposits held with Treasury (less than 90 days)         |                              |                           |                   |
| <b>Total Cash and Cash Equivalents</b>                        |                              |                           | <b>504</b>        |

## NOTE 2. TRADE AND OTHER RECEIVABLES

### TRADE RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Sale of goods and services                |                            |                                 |                            |
| Outputs to Cabinet                        | 228                        | 226                             | 162                        |
| Outputs to other government agencies      |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total trade receivables</b>            | <b>228</b>                 | <b>226</b>                      | <b>162</b>                 |

### OTHER RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Advances (salary, official travel, etc)   |                            |                                 |                            |
| Dishonoured cheques                       |                            |                                 |                            |
| Interest receivable                       |                            |                                 |                            |
| Other                                     |                            | 4                               | 59                         |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total other receivables</b>            | <b>-</b>                   | <b>4</b>                        | <b>59</b>                  |

|                       | Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget |
|-----------------------|----------------------|----------------------|-------------------|
| <b>Current</b>        |                      |                      |                   |
| Past due 1-30 days    | 228                  | -                    | 228               |
| Past due 31-60 days   |                      |                      |                   |
| Past due 61-90 days   |                      |                      |                   |
| Past due 90 and above |                      |                      |                   |

**Non-Current**

Past due 1 year and above

**Total**

|            |          |            |
|------------|----------|------------|
| <b>228</b> | <b>-</b> | <b>228</b> |
|------------|----------|------------|

Changes in the provision of doubtful debts:

| Description                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------|-------------------|------------------------|-------------------|
| Balance at 1 July, 2012                    |                   |                        |                   |
| Additional provisions made during the year |                   |                        |                   |
| Receivables written off during the period  |                   |                        |                   |
| Balance at 30 June, 2013                   |                   |                        |                   |

### NOTE 3. INVENTORIES

|                                                               | Current | Non-<br>Current | 2013/14<br>Budget |
|---------------------------------------------------------------|---------|-----------------|-------------------|
| Inventory held for use in the provision of goods and services |         |                 |                   |
| Inventory held for sale                                       |         |                 |                   |
| Impairment of Inventory                                       |         |                 |                   |
| <b>Total Inventories</b>                                      |         |                 |                   |

### NOTE 4. INVESTMENTS

| Investments                                                   | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|---------------------------------------------------------------|-------------------|---------------------------|-------------------|
| Description                                                   |                   |                           |                   |
| <b>Total Investments at the lower of cost or Market value</b> |                   |                           |                   |

### NOTE 5. PREPAYMENTS

| Description  | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|--------------|-------------------|---------------------------|-------------------|
|              | 6                 | 5                         | -                 |
| <b>Total</b> | <b>6</b>          | <b>5</b>                  | <b>-</b>          |

## NOTE 6. PROPERTY, PLANT AND EQUIPMENT

| As at 30 June 2014                    |                                    |                              |                       |                |
|---------------------------------------|------------------------------------|------------------------------|-----------------------|----------------|
|                                       | Furniture and<br>fittings<br>\$000 | Office<br>equipment<br>\$000 | Other Assets<br>\$000 | Total<br>\$000 |
| <u>Cost</u>                           |                                    |                              |                       |                |
| At 1 July 2013                        | 17                                 | 38                           | 193                   | 248            |
| Additions                             | -                                  | -                            | 72                    | 72             |
| At 30 June 2014                       | 17                                 | 38                           | 265                   | 320            |
| <u>Accumulated depreciation</u>       |                                    |                              |                       |                |
| At 1 July 2013                        | 3                                  | 5                            | 36                    | 44             |
| Depreciation charge for the year      | 2                                  | 6                            | 38                    | 46             |
| At 30 June 2014                       | 5                                  | 11                           | 74                    | 90             |
| <b>Net book value at 30 June 2014</b> | <b>12</b>                          | <b>27</b>                    | <b>191</b>            | <b>230</b>     |
| As at 30 June 2013                    |                                    |                              |                       |                |
|                                       | Furniture and<br>fittings<br>\$000 | Office<br>equipment<br>\$000 | Other Assets<br>\$000 | Total<br>\$000 |
| <u>Cost</u>                           |                                    |                              |                       |                |
| At 1 July 2012                        | 17                                 | 3                            | 100                   | 120            |
| Additions                             | -                                  | 35                           | 93                    | 128            |
| At 30 June 2013                       | 17                                 | 38                           | 193                   | 248            |
| <u>Accumulated depreciation</u>       |                                    |                              |                       |                |
| At 1 July 2012                        | 1                                  | 2                            | 10                    | 13             |
| Depreciation charge for the year      | 2                                  | 3                            | 26                    | 31             |
| At 30 June 2013                       | 3                                  | 5                            | 36                    | 44             |
| <b>Net book value at 30 June 2013</b> | <b>14</b>                          | <b>33</b>                    | <b>157</b>            | <b>204</b>     |

NOTE 7. TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

|                                                          | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Creditors                                                | 20                         | 25                              |                            |
| Creditors Ministries/Portfolios                          | -                          | 25                              |                            |
| Accrued Expenses                                         | 185                        |                                 |                            |
| Payroll Deductions                                       |                            |                                 |                            |
| <b>Total trade payables, other payables and accruals</b> | 205                        | 50                              |                            |

NOTE 8. EMPLOYEE ENTITLEMENTS

|                                                              | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                                 | 90                         | 84                              | 83                         |
| Retirement and long service leave                            |                            |                                 |                            |
| Accrued salaries                                             |                            |                                 |                            |
| Travel                                                       |                            |                                 |                            |
| <b>Total current portion</b>                                 | 90                         | 84                              | 83                         |
| <b>Non-current employee entitlements are represented by:</b> |                            |                                 |                            |
| Retirement and long term service leave                       |                            |                                 |                            |
| <b>Total employee entitlements</b>                           | 90                         | 84                              | 83                         |

NOTE 9a. SALES OF GOODS AND SERVICES

| Revenue Type                             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Outputs to Cabinet                       | 2,741                      | 2,724                           | 2,647                      |
| Outputs to other government agencies     |                            |                                 |                            |
| Fees and charges                         |                            |                                 |                            |
| General sales                            |                            |                                 |                            |
| Rentals                                  |                            |                                 |                            |
| Other                                    | -                          | 17                              | 60                         |
| <b>Total sales of goods and services</b> | 2,741                      | 2,741                           | 2,707                      |

**FEES AND CHARGES**

|                                                         | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------------------------|---------------------------|--------------------------------|---------------------------|
| <b>Fees and Charges</b>                                 | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Description                                             |                           |                                |                           |
| <b>Total Fees and Charges</b>                           |                           |                                |                           |
| <b>General Sales</b>                                    |                           |                                |                           |
| Description                                             |                           |                                |                           |
| <b>Total General Sales</b>                              |                           |                                |                           |
| <b>Rentals</b>                                          |                           |                                |                           |
| Description                                             |                           |                                |                           |
| <b>Total Rentals</b>                                    |                           |                                |                           |
| <b>Other Goods &amp; Services Revenue</b>               |                           |                                |                           |
| <b>Goods &amp; Services Revenue</b>                     |                           |                                |                           |
| Description                                             |                           |                                |                           |
| <b>Total</b>                                            |                           |                                |                           |
| <b>Sales of Outputs to Cabinets</b>                     |                           |                                |                           |
| Sales of outputs to Cabinet                             |                           |                                |                           |
| <b>Total Sales of Outputs to Cabinet</b>                |                           |                                |                           |
| <b>Other Interdepartmental Revenue</b>                  |                           |                                |                           |
| Financial Attest Services                               |                           |                                |                           |
| Revenue from Ministries/Portfolios & Public Authorities |                           |                                |                           |
| <b>Total Other Interdepartmental Revenue</b>            |                           |                                |                           |
| <b>Total Goods and Services</b>                         |                           |                                |                           |

**NOTE 9b. REVENUE CONCESSIONS**

| <b>Revenue Type</b>                             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|-------------------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                                 | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| (e.g. Examination fees; construction materials) |                           |                                |                           |

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**Total concessions**


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**NOTE 10. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|----------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                        | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on deposits held with cabinet |                           |                                |                           |
| Interest on cash balances              |                           |                                |                           |
| Royalties                              |                           |                                |                           |
| Other                                  |                           |                                |                           |
| <b>Total Investment revenue</b>        |                           |                                |                           |

---

**NOTE 11. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------|---------------------------|--------------------------------|---------------------------|
|                        | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| <b>Total donations</b> |                           |                                |                           |

---

**NOTE 12. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|--------------------------------|---------------------------|--------------------------------|---------------------------|
|                                | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Salaries, wages and allowances | 1,609                     | 1,514                          | 1,459                     |
| Health care                    | 213                       | 191                            | 145                       |
| Pension                        | 94                        | 84                             | 80                        |
| Leave                          | 7                         | 4                              | 16                        |
| Other personnel related costs  |                           |                                |                           |
| <b>Total Personnel Costs</b>   | <b>1,923</b>              | <b>1,793</b>                   | <b>1,700</b>              |

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**NOTE 13. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                       | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Supplies and Materials                | 51                        | 46                             | 24                        |
| Purchase of services                  | 71                        | 67                             | 64                        |
| Lease of property and equipment       | 162                       | 153                            | 148                       |
| Utilities                             | 63                        | 55                             | 75                        |
| General Insurance                     | 4                         | 3                              | -                         |
| Interdepartmental expenses            | 20                        | 20                             | 20                        |
| Travel and Subsistence                | 20                        | 19                             | 33                        |
| Recruitment and Training              | 20                        | 12                             | 148                       |
| Other                                 | 111                       | 59                             | 175                       |
| <b>Total Supplies and Consumables</b> | <b>522</b>                | <b>434</b>                     | <b>687</b>                |

**NOTE 14. FINANCE COSTS**

|                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------|---------------------------|--------------------------------|---------------------------|
|                           | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on overdraft     |                           |                                |                           |
| Other                     |                           |                                |                           |
| <b>Total Finance cost</b> |                           |                                |                           |

**NOTE 15. LITIGATION COSTS**

The Attorney General's Office provides litigation services to Director of Public Prosecution]. However during the year ended 30 June [ ] the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$XX in [Current Year] and \$XX in [Prior Year].

| <b>Litigation Costs</b>      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------------|---------------------------|--------------------------------|---------------------------|
|                              | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Description                  | 250                       | 292                            | 225                       |
| Description                  |                           |                                |                           |
| <b>Total Litigation cost</b> |                           |                                |                           |

**NOTE 16. GAINS / (LOSSES)**

|                                                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|----------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                                | \$000             | \$000                  | \$000             |
| Net (gain) / loss on disposal of property, plant and equipment |                   |                        |                   |
| Net (gain) / loss on foreign exchange Transactions             | -                 | 2                      | 9                 |
| <b>Total gains / (losses)</b>                                  | -                 | 2                      | 9                 |

During the period the [Ministry/Portfolio] disposed of [type of property, plant, equipment] that was [state purpose]. The net gain on [type of property, plant, equipment] disposals was \$XX [2008/09; \$XX]. Approval was obtained to dispose of these assets.

**NOTE 17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                              | \$000             | This Year<br>\$000     | \$000             |
| Surplus/(deficit) from ordinary activities                   | -                 | 189                    | 73                |
| <b>Non-cash movements</b>                                    |                   |                        |                   |
| Depreciation expense                                         | 46                | 31                     | 13                |
| Impairment                                                   |                   |                        |                   |
| (Gain)/losses on sale of property plant and equipment        |                   |                        |                   |
| Foreign exchange gains/(losses)                              |                   |                        |                   |
| <b>Changes in current assets and liabilities</b>             |                   |                        |                   |
| (Increase)/decrease in other current assets                  | 3                 | 50                     | (59)              |
| (Increase)/decrease in receivables                           |                   |                        |                   |
| (Increase)/decrease in receivables - Cabinet                 | (2)               | (64)                   | (162)             |
| (Increase)/decrease in inventories                           |                   |                        |                   |
| (Increase)/decrease in payables                              | 5                 | (460)                  | 440               |
| (Increase)/decrease in provisions relating to employee costs | 6                 | 1                      | 83                |
| <b>Net cash flows from operating activities</b>              | 57                | (253)                  | 388               |

## NOTE 18. CONTINGENT LIABILITIES AND ASSETS

|                                                                                       | Beginning<br>Balance | Additions | Disbursements | Adjustments | 2013/14<br>Budget |
|---------------------------------------------------------------------------------------|----------------------|-----------|---------------|-------------|-------------------|
| <b>Guarantees</b>                                                                     |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Quantifiable Guarantees</b>                                                  |                      |           |               |             |                   |
| <b>Legal Proceedings and Disputes</b>                                                 |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Legal Proceedings and Disputes</b>                                           |                      |           |               |             |                   |
| <b>Other Contingent Liabilities</b>                                                   |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Liabilities</b>                                             |                      |           |               |             |                   |
| <b>Total contingent liabilities</b>                                                   |                      |           |               |             |                   |
| <b>Contingent Assets</b>                                                              |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Assets</b>                                                  |                      |           |               |             |                   |

**NOTE 19: COMMITMENTS**

| Type                                                           | One year<br>or less | One to<br>five<br>Years | Over five<br>Years | Total |
|----------------------------------------------------------------|---------------------|-------------------------|--------------------|-------|
| <b>Capital Commitments</b>                                     |                     |                         |                    |       |
| Property, plant and equipment                                  |                     |                         |                    |       |
| Other fixed assets                                             |                     |                         |                    |       |
| Other commitments (list separately if material)                |                     |                         |                    |       |
| <b>Total Capital Commitments</b>                               |                     |                         |                    |       |
| <b>Operating Commitments</b>                                   |                     |                         |                    |       |
| Non-cancellable accommodation leases                           |                     |                         |                    |       |
| Other non-cancellable leases                                   |                     | 162                     |                    | 162   |
| Non-cancellable contracts for the supply of goods and services |                     |                         |                    |       |
| Other operating commitments                                    |                     |                         |                    |       |
| <b>Total Operating Commitments</b>                             |                     | 162                     |                    | 162   |
| <b>Total Commitments</b>                                       |                     | 162                     |                    | 162   |

**NOTE 21. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The Director of Public Prosecution is a wholly owned entity of the government from which it derives a major source of its revenue. The [Ministry/Portfolio] and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2014 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

|                                                 | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|-------------------------------------------------|-------------------|------------------------|-------------------|
|                                                 | \$000             | \$000                  | \$000             |
| <b>Description</b>                              |                   |                        |                   |
| Salaries and other short-term employee benefits | 147               | 148                    | 149               |
| Past employee benefits                          |                   |                        |                   |
| Other long-term benefits                        |                   |                        |                   |
| Termination benefits                            |                   |                        |                   |
| Loans                                           |                   |                        |                   |
| <b>Total</b>                                    | 147               | 148                    | 149               |

The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

| Loan Recipient | Relationship to key management personnel | Amount Advanced | Amount Repaid | Balance | Terms and conditions of Loan |
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|
| <hr/>          |                                          |                 |               |         |                              |
| <hr/>          |                                          |                 |               |         |                              |

*[If no loans were granted to key management personnel or their close relatives during the financial year then make statement to this effect].*

[THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The [Ministry/Portfolio] is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

#### Credit risk

In the normal course of its business the [Ministry/Portfolio] is subject to credit risk from debtors other than the Cabinet. The [Ministry/Portfolio] does not have significant concentrations of credit risk for its other financial instruments.

#### Currency and interest rate risk

The [Ministry/Portfolio] has no significant exposure to currency exchange loss risk and interest rate risk.

#### Liquidity risk

In meeting its liquidity requirements, the [Ministry/Portfolio] closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The [Ministry/Portfolio] maintains a target level of available cash to meet liquidity requirements.

All of the [Ministry/Portfolio] financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# ANNUAL BUDGET STATEMENT

## JUDICIAL ADMINISTRATION

FOR THE FINANCIAL YEAR

ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

**PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

**PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

**APPENDIX: Forecast Financial Statements**

## STATEMENT OF THE CHIEF JUSTICE

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the Draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

---

**Honourable Justice Anthony Smellie, QC**  
**Chief Justice**

Judicial Administration

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

---

**Mr. Kevin McCormac, JP**  
**Courts Administrator / Chief Officer**

Judicial Administration

October 4 2013



## PART A

# OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

---

### GENERAL NATURE OF ACTIVITIES

To provide administrative support for the dispensation of Justice in the Cayman Islands, for Judicial and Mutual Legal assistance to foreign Courts and Governments, and for the resolution of disputes that come before the Courts.

### SCOPE OF ACTIVITIES

#### Case Management – Criminal and Civil

- Provision of services to support the work of the Judiciary in determining and managing criminal and civil cases.
- Services include:
  - o Register all actions, ensure their custody and progress through the Judicial system.
  - o Scheduling cases and rostering judges
  - o Managing documents and exhibits
  - o Recording and transcribing evidence
  - o Undertaking functions prescribed by statute (for example granting bails, issuing summonses etc. in Criminal cases and dissolutions and probate etc. in Civil cases).
  - o Dealing with enquiries from parties and their lawyers.

#### Financial Management

- Collection or enforcement of monetary penalties, and the enforcement of judgments of the Courts on behalf of Judgment creditors.
- Administration of Legal Aid services.
- Collection of forfeited funds

### CUSTOMERS AND LOCATION OF ACTIVITIES

The services provided by the Judicial Administration are provided to members of the Legal Profession, the Police, other Government Agencies and the general public of the Cayman Islands and abroad. Customers:- Chief Justice, other government agencies

## 2. STRATEGIC OWNERSHIP GOALS

---

The key strategic ownership goals for the Judicial Administration for the 2013/14 and the subsequent two years are as follows:

- Ensure optimum use of Government resources so that costs are reduced as much as possible.
- Establishment of the Family Court which is still in its implementation stages.
- Continue ongoing technological modernization of the Courts system, through an interactive website
- Ongoing implementation of the Alternative Sentencing Law and Policies.

### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Judicial Administration for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 5,326,987               | 4,983,259               |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies |                         |                         |
| Revenue from others                                                                 | 42,000                  | 45,101                  |
| Surplus/deficit from outputs                                                        |                         |                         |
| Ownership expenses                                                                  | 5,368,987               | 5,170,066               |
| <b>Operating Surplus/Deficit</b>                                                    | -                       | (141,706)               |
|                                                                                     |                         |                         |
| Net Worth                                                                           | 1,728,547               | 1,548,547               |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | 269,244                 | (54392)                 |
| Cash flows from investing activities                                                | (180,000)               | (212,807)               |
| Cash flows from financing activities                                                | (180,000)               | 50,000                  |
| Change in cash balances                                                             | 269,244                 | (217,199)               |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) | 1.76                   | 1.58                   |
| Total Assets: Total Liabilities                       | 2.54                   | 2.42                   |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                                                                                                         |  | 2013/14<br>Budget | 2012/13<br>Actual |
|------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                                                                                                      |  | 61                | 61                |
| Staff turnover (%)<br>Managers<br>Professional and technical staff<br>Clerical and labourer staff                                              |  |                   |                   |
| Average length of service (number of years in current position)<br>Managers<br>Professional and technical staff<br>Clerical and labourer staff |  |                   |                   |
| Changes to personnel management system:                                                                                                        |  |                   |                   |

| Physical Capital Measures                          | 2013/14<br>Budget | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| Value of total assets                              | 2,853,097\$       | \$2,635,832       |
| Asset replacements: total assets                   | 0.63%             | 0.08%             |
| Book value of assets: initial cost of those assets | 0.32%             | 0.37%             |
| Depreciation: cash flow on asset purchases         | 1.13%             | 0.94%             |
| Changes to asset management policies               |                   |                   |

| Major <u>New</u> Entity Capital Expenditures for the Year | 2013/14<br>Budget<br>\$ |
|-----------------------------------------------------------|-------------------------|
| Security system, library books and vehicles               | 180,000                 |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the Portfolio                                                                                          | Change in status from 2012/13 | Actions to manage risk                                                                                                                                    | Financial value of risk |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Loss of key personnel                                                                                                     | Unchanged                     | <ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Regular Performance feedback</li> </ul>                                                 | Unknown                 |
| Judicial Enforcement Management System (JEMS) training                                                                    | Unchanged                     | Continue with training and implementation schedule                                                                                                        | Unknown                 |
| Hurricane or other damage and/or loss of confidential documents/exhibits and the inability of the courts to operate fully | Unchanged                     | <ul style="list-style-type: none"> <li>• Maintenance of strong-room and vault; and back-up computer disks.</li> <li>• Generator to be acquired</li> </ul> | Unknown                 |
|                                                                                                                           |                               |                                                                                                                                                           |                         |
|                                                                                                                           |                               |                                                                                                                                                           |                         |
|                                                                                                                           |                               |                                                                                                                                                           |                         |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

---

| Equity Movement                                                                         | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-----------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the <i>[insert Ministry/Portfolio name]</i>         | 180,000                 | 50,000                  |
| Capital (Equity) Withdrawal by Cabinet from the <i>[insert Ministry/Portfolio name]</i> |                         |                         |



## **PART B**

# **OUTPUT PERFORMANCE**

## 5. OUTUTS TO BE DELIVERED

| JUD 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Support to the Judiciary             | \$995,910                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|
| <b>Description</b><br>Support to the Judiciary, involving: <ul style="list-style-type: none"> <li>• Secretarial, correspondence, transcripts, listing and support for cases and appeals to the Chief Justice and the Judiciary</li> <li>• Compiling statistics for Chief Justice and ESO office of the previous year</li> <li>• Order Law Reports and relevant material for the comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public</li> </ul> |                                      |                                      |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2012/14<br>Budget                    | 2012/13<br>Actual                    |
| <b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of judgments prepared</li> <li>• Number of statistical reports</li> <li>• Number of transcripts for appeals</li> <li>• Number of Law Reports in library</li> </ul>                                                                                                                                                                                                                                             | 75-150<br>1<br>75-100<br>3,700-4,000 | 75-150<br>1<br>75-100<br>3,700-4,000 |
| <b>Quality</b> <ul style="list-style-type: none"> <li>• Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions</li> <li>• Statistical reports are accurate and subject to peer review</li> <li>• Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions</li> <li>• Order Law Reports, catalog material, and track books borrowed from Library</li> </ul>                                | 100%<br>100%<br>100%<br>100%         | 100%<br>100%<br>100%<br>100%         |
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Judgments are prepared in accordance with Judges request</li> <li>• Statistic report available by January 1<sup>st</sup> annually</li> <li>• Transcripts are prepared within 2-4 weeks of appeals being lodged</li> <li>• Library opens 9am - 4:30pm on Monday-Friday</li> </ul>                                                                                                                                    | 100%<br>100%<br>100%<br>100%         | 100%<br>100%<br>100%<br>100%         |
| <b>Location</b><br>Courts Office, Grand Cayman                                                                                                                                                                                                                                                                                                                                                                                                                                 | 100%                                 | 100%                                 |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>\$995,910</b>                     | <b>\$899,018</b>                     |
| <b>Related Broad Outcome:</b><br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                      |                                      |                                      |

|                                                                                                                                                                                                                                                                  |                              |                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------|
| <b>JUD 2</b>                                                                                                                                                                                                                                                     | <b>Collection of Revenue</b> | <b>\$160,169</b>          |
| <b>Description</b><br><br>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. |                              |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                  | <b>2013/14<br/>Budget</b>    | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                  |                              |                           |
| Number of Receipts Issued                                                                                                                                                                                                                                        | 12,000-18,000                | 12,000-18,000             |
| <b>Quality</b>                                                                                                                                                                                                                                                   |                              |                           |
| Amount receipted equates to funds received                                                                                                                                                                                                                       |                              |                           |
| Judicial Financial Stamp applied to original receipt                                                                                                                                                                                                             | 100%                         | 100%                      |
| Funds received in JEMS posted to IRIS                                                                                                                                                                                                                            | 100%                         | 100%                      |
|                                                                                                                                                                                                                                                                  | 100%                         | 95%                       |
| <b>Timeliness</b>                                                                                                                                                                                                                                                |                              |                           |
| 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%                      |
| <b>Location</b>                                                                                                                                                                                                                                                  |                              |                           |
| Kirk House, Grand Cayman, Government Administration, Cayman Brac                                                                                                                                                                                                 | 100%                         | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                      | <b>\$160,169</b>             | <b>\$134,667</b>          |
| <b>Related Broad Outcome:</b><br><br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                    |                              |                           |

|                                                                                                                                                                |                               |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|
| <b>JUD 7</b>                                                                                                                                                   | <b>Legal Aid Certificates</b> | <b>\$131,374</b>          |
| <b>Description</b><br><br>Issuing Legal Aid Certificates for Criminal and Civil cases and the Taxation Certificates for Legal Aid bills submitted for payment. |                               |                           |
| <b>Measures</b>                                                                                                                                                | <b>2013/14<br/>Budget</b>     | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                |                               |                           |
| Legal Aid Certificates Issued                                                                                                                                  |                               |                           |
| Legal Aid Taxation Certificates Issued                                                                                                                         | 500 -1,000                    | 500-1,000                 |
|                                                                                                                                                                | 500-1,000                     | 500-1,000                 |
| <b>Quality</b>                                                                                                                                                 |                               |                           |
| Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law                                                                | 100%                          | 80%                       |
| Taxation Certificates processed and signed by Clerk of the Court in accordance with Legal Aid Law and Practice Direction                                       | 100%                          | 80%                       |
| <b>Timeliness</b>                                                                                                                                              |                               |                           |
| Legal Aid notification certificate issued and sent out with-in 5 working days                                                                                  | 100%                          | 80%                       |
| Taxation Certificate issued with-in 10 working days                                                                                                            | 100%                          | 90%                       |
| <b>Location</b>                                                                                                                                                |                               |                           |
| Courts Office, Grand Cayman                                                                                                                                    | 100%                          | 100%                      |
| <b>Cost</b>                                                                                                                                                    | \$131,374                     | \$121,046                 |
| <b>Related Broad Outcome:</b><br><br>12. Equity and Justice in a Society that Values the Contributions of all                                                  |                               |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                       |                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>JUD 13</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Court Funds Trust Operations</b>                                                                                                   | <b>\$317,286</b>                                                                                                                  |
| <b>Description</b><br>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).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                       |                                                                                                                                   |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Receipts Issued</li> <li>Number of Payments Issued</li> <li>Financial Statement Issued</li> <li>Number of nominated accounts</li> <li>Number of General accounts</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Amount receipted equates to funds received</li> <li>Amount paid equated amount receipted</li> <li>Judicial Financial Stamp applied to original receipt</li> <li>All monies collected recorded accurately and in accordance with Public Management and Finance Law (2005 Revision) and Direction of the Financial Secretary</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Money received deposited to the bank within one working day</li> <li>Payments made with-in two working days of court order time</li> <li>Money posted from JEMS to IRIS by the end of the current month</li> <li>Annual Financial Statement to be prepared in accordance with Finance Regulations, 2004</li> </ul> <b>Location</b><br>Kirk House, Grand Cayman and Gov't Administration Cayman Brac | <b>2013/14<br/>Budget</b>                                                                                                             | <b>2012/13<br/>Actual</b>                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 7,500 – 9,500<br>8,000 – 10,000<br>1<br>75-100<br>1,000-1,500<br><br>100%<br>100%<br>100%<br>100%<br><br>100%<br>100%<br>100%<br>100% | 7,500 – 9,500<br>8,000 – 10,500<br>1<br>75-100<br>1,000-1,500<br><br>100%<br>90%<br>100%<br>100%<br><br>95%<br>95%<br>100%<br>60% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$317,286</b>                                                                                                                      | <b>\$308,353</b>                                                                                                                  |
| <b>Related Broad Outcome:</b><br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                       |                                                                                                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                     |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------|
| <b>JUD 15</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Support for the Conduct of Civil Proceedings</b> | <b>\$1,387,396</b>        |
| <b>Description</b> <ul style="list-style-type: none"> <li>• Administrative Support for the Conduct of Civil proceedings, involving:</li> <li>• Receiving and filing legal documents relating to cases in the Grand and Summary Courts</li> <li>• Preparing Appeal Bundles</li> <li>• Issuing civil summonses and bail bonds</li> <li>• Maintenance of Originating Process, Registers of Attorneys, Notaries Public and Justices of the Peace</li> <li>• Servicing and enforcement of court documents including: writs, petitions, originating summonses, foreign process, warrants of execution</li> <li>• Administration of the Maintenance and Affiliation Law (child and spouse support) involving; processing of applications, processing Court Orders, following-up delinquent payers and processing and issuing Attachment of Earnings Orders</li> <li>• Provide Court Room services by ushering Judges &amp; Magistrates in and out of the Courts, swearing in witnesses, keeping order in Court, ensuring that the files are available for the particular court.</li> </ul> |                                                     |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>                           | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                     |                           |
| • Number of files prepared                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1200-1500                                           | 1,200-1,500               |
| • 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                                            | 500-1,000                 |
| • Number of Court documents served                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 170-200                                             | 170-200                   |
| • Number of Maintenance Summonses prepared                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 300-350                                             | 900-1000                  |
| • 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                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 150-250                                             | 150-250                   |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                     |                           |
| • Appeal bundles prepared in accordance with the relevant Law                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100%                                                | 100%                      |
| •                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 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%                                                | 95%                       |

|                                                                                                                                                                                                                                                                                                                |             |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>Files prepared within 2-5 working days based on urgency</li> <li>Bundles prepared before the relevant court session</li> <li>Court documents served within 14 days</li> <li>Summonses for child &amp; spousal support issued within 1 week</li> </ul> |             |             |
|                                                                                                                                                                                                                                                                                                                | 100%        | 100%        |
|                                                                                                                                                                                                                                                                                                                | 100%        | 95%         |
|                                                                                                                                                                                                                                                                                                                | 100%        | 95%         |
|                                                                                                                                                                                                                                                                                                                | 100%        | 80%         |
|                                                                                                                                                                                                                                                                                                                |             | 95%         |
| <b>Location</b><br>Kirk House Grand Cayman                                                                                                                                                                                                                                                                     | 100%        | 100%        |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                    | \$1,387,396 | \$1,153,103 |
| <b>Related Broad Outcome</b><br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                                                                                       |             |             |





|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                  |                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------|
| <b>JUD 17</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Support for the Drug Rehabilitation Court</b> | <b>\$335,237</b>          |
| <b>Description</b><br>Administration and support for the conduct of Drug Rehabilitation Court (DRC) proceedings, involving: <ul style="list-style-type: none"> <li>• Processing applications</li> <li>• Receiving and filing legal documents relating to cases</li> <li>• Preparing pre-court and courtroom materials and reports</li> <li>• Issuing summonses and bail bonds</li> <li>• Maintenance of registers of DRC participants</li> <li>• Conducting Urine Analysis (UA) Random protocol and Courtroom U/A testing.<br/>Administering observed urine tests for drug use on-site and conducting random protocol phone in programme, which involves random selection of clients to be sent to the forensic laboratory for urine testing</li> <li>• Programme coordination and monitoring</li> <li>• Provide court room services by ushering Magistrates in and out of the court and keep order in the court. Ensure that all files are available for the Magistrate.</li> </ul> |                                                  |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>2013/14<br/>Budget</b>                        | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                  |                           |
| • Number of DRC applications processed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 50-100                                           | 50-100                    |
| • Number of DRC Provisional Orders made                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 25-75                                            | 50-75                     |
| • Number of DRC Prescribed Treatment Programme Orders Made                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 15-40                                            | 15-40                     |
| • Number of DRC graduates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 20-30                                            | 20-30                     |
| • Number of U/A's                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 500-1,000                                        | 500-1,000                 |
| • Number of DRC Team meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 5-10                                             | 5-10                      |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                  |                           |
| • Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 80%                                              | 80%                       |
| • Orders signed and issued in accordance with the Rules of Court                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 80%                                              | 80%                       |
| • Assessment for suitability completed within the 30-day provisional period. The treatment provider and the probation officer must interview clients and provide an assessment on whether the client is suitable to participate in the programme. This assessment must be completed within 30 days while the client is on a provisional order of the court                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 95%                                              | 95%                       |
| • Client progress is assessed before advancement to next phase of programme. Progress reports must be reviewed before a client can move to the next phase of the programme                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 95%                                              | 95%                       |
| • Client meets all the requirements for graduation as set out in Rule of Court. Criteria for graduation are prescribed in the Rules of the Court. Client must meet the criteria if he/she is to be considered for graduation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100%                                             | 100%                      |

|                                                                                                                                                                                                                                                 |                  |                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Applications processed within 14 days</li> <li>• DRC materials and reports prepared before the relevant court session</li> <li>• Orders processed within two working days</li> </ul> |                  |                  |
|                                                                                                                                                                                                                                                 | 80%              | 80%              |
|                                                                                                                                                                                                                                                 | 80%              | 80%              |
| <b>Location</b><br>Courts Office Grand Cayman, Kirk House Grand Cayman                                                                                                                                                                          |                  |                  |
| <b>Cost</b>                                                                                                                                                                                                                                     | <b>\$335,237</b> | <b>\$323,564</b> |
| <b>Related Broad Outcome:</b><br>12. Equity and Justice in a Society that Values the Contributions of all                                                                                                                                       |                  |                  |

## 6. PAYMENT ARRANGEMENTS

Cabinet will pay Judicial Administration for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Chief Justice. The invoice will contain sufficient evidence of the outputs delivered for the Chief Justice to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVOICE PROFILE - TABLE 1**

| MONTH        | JUD 1<br>\$      | JUD 2<br>\$      | JUD 7<br>\$      | JUD 13<br>\$     | JUD 15<br>\$       | JUD 16<br>\$       | JUD 17<br>\$     |
|--------------|------------------|------------------|------------------|------------------|--------------------|--------------------|------------------|
| July         | 74,918           | 11,222           | 10,087           | 25,696           | 96,092             | 170,292            | 29,964           |
| August       | 74,918           | 11,222           | 10,087           | 25,696           | 96,092             | 170,292            | 23,964           |
| September    | 74,918           | 11,222           | 10,087           | 25,696           | 96,092             | 170,292            | 26,964           |
| October      | 74,918           | 11,222           | 10,087           | 25,696           | 96,092             | 170,292            | 26,964           |
| November     | 87,030           | 14,410           | 11,378           | 26,813           | 125,379            | 164,806            | 28,423           |
| December     | 87,030           | 14,410           | 11,378           | 26,813           | 125,379            | 164,806            | 28,423           |
| January      | 87,030           | 14,410           | 11,378           | 26,813           | 125,379            | 164,806            | 28,423           |
| February     | 87,030           | 14,410           | 11,378           | 26,813           | 125,379            | 164,806            | 28,423           |
| March        | 87,030           | 14,410           | 11,378           | 26,813           | 125,379            | 164,806            | 28,423           |
| April        | 87,030           | 14,410           | 11,378           | 26,813           | 125,379            | 164,806            | 28,423           |
| May          | 87,030           | 14,410           | 11,378           | 26,813           | 125,379            | 164,806            | 28,423           |
| June         | 87,030           | 14,411           | 11,380           | 26,811           | 125,375            | 164,805            | 28,420           |
| <b>TOTAL</b> | <b>\$995,910</b> | <b>\$160,169</b> | <b>\$131,374</b> | <b>\$317,286</b> | <b>\$1,387,396</b> | <b>\$1,999,615</b> | <b>\$335,237</b> |



**JUDICIAL ADMINISTRATION**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Mr. Kevin McCormac, JP**  
**Courts Administrator / Chief Officer**

Judicial Administration

October 4 2013

**JUDICIAL ADMINISTRATION/  
STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 1,409                      | 1,139                           | 1,357                      |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 443                        | 413                             | 439                        |
| Other receivables                    | 2    |                            |                                 |                            |
| Inventories                          | 3    | 100                        | 146                             | 92                         |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 25                         | 23                              | 9                          |
| <b>Total Current Assets</b>          |      | <b>1,977</b>               | <b>1,721</b>                    | <b>1,897</b>               |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 3    |                            |                                 |                            |
| Other receivables                    | 3    |                            |                                 |                            |
| Inventories                          | 4    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 876                        | 915                             | 901                        |
| <b>Total Non-Current Assets</b>      |      | <b>876</b>                 | <b>915</b>                      | <b>901</b>                 |
| <b>Total Assets</b>                  |      | <b>2,853</b>               | <b>2,636</b>                    | <b>2,798</b>               |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 7    | 56                         | 56                              | 139                        |
| Other payables and accruals          | 7    | 125                        | 96                              | 124                        |
| Bank overdraft                       | 2    |                            |                                 |                            |
| Unearned revenue                     |      |                            |                                 |                            |
| Employee entitlements                | 8    | 230                        | 222                             | 182                        |
| Repayment of surplus                 |      | 713                        | 713                             | 713                        |
| <b>Total Current Liabilities</b>     |      | <b>1,124</b>               | <b>1,087</b>                    | <b>1,158</b>               |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 7    |                            |                                 |                            |
| Other payables and accruals          | 7    |                            |                                 |                            |
| Employee entitlements                | 8    |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |      | <b>-</b>                   | <b>-</b>                        | <b>-</b>                   |
| <b>Total Liabilities</b>             |      | <b>1,124</b>               | <b>1,087</b>                    | <b>1,158</b>               |
| <b>Net Assets</b>                    |      | <b>1,729</b>               | <b>1,549</b>                    | <b>1,640</b>               |
| <b>NET WORTH</b>                     |      | <b>2,849</b>               | <b>2,669</b>                    | <b>2,619</b>               |
| Contributed capital                  |      |                            |                                 |                            |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)     |      | (1,120)                    | (1,120)                         | (979)                      |
| <b>Total Net Worth</b>               |      | <b>1,729</b>               | <b>1,549</b>                    | <b>1,640</b>               |

## JUDICIAL ADMINISTRATION

### STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2014

|                                                                        | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         |      |                            |                                 |                            |
| Sale of goods and services                                             | 9    | 5,369                      | 5,028                           | 4,922                      |
| Investment revenue                                                     | 10   |                            |                                 |                            |
| Donations                                                              | 11   |                            |                                 |                            |
| Other revenue                                                          |      |                            |                                 |                            |
| <b>Total Revenue</b>                                                   |      | <u>5,369</u>               | <u>5,028</u>                    | <u>4,922</u>               |
| <b>Expenses</b>                                                        |      |                            |                                 |                            |
| Personnel costs                                                        | 12   | 3,467                      | 3,407                           | 3,561                      |
| Supplies and consumables                                               | 13   | 1,683                      | 1,563                           | 1,475                      |
| Depreciation                                                           | 6    | 219                        | 199                             | 208                        |
| Impairment of property, plant and equipment                            | 6    |                            |                                 |                            |
| Impairment of inventory                                                | 4    |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 14   |                            |                                 |                            |
| Litigation costs                                                       | 15   |                            |                                 |                            |
| Gain/(losses) on foreign exchange transactions                         | 16   |                            |                                 |                            |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 16   |                            |                                 |                            |
| Other expenses                                                         |      |                            |                                 |                            |
| <b>Total Expenses</b>                                                  |      | <u>5,369</u>               | <u>5,169</u>                    | <u>5,244</u>               |
| <b>Surplus or (deficit) for the period</b>                             |      | <u>-</u>                   | <u>(141)</u>                    | <u>(322)</u>               |

**JUDICIAL ADMINISTRATION  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                                 |                            |
| <i><b>Receipts</b></i>                                      |      |                            |                                 |                            |
| Outputs to Cabinet                                          |      | 5,339                      | 5,009                           | 4,834                      |
| Outputs to other government agencies                        |      |                            |                                 |                            |
| Sales and Goods and services – third party                  |      |                            | 45                              | 50                         |
| Interest received                                           |      |                            |                                 |                            |
| Donations / Grants                                          |      |                            |                                 |                            |
| Other receipts                                              |      |                            |                                 |                            |
| <i><b>Payments</b></i>                                      |      |                            |                                 |                            |
| Personnel costs                                             |      | (3,459)                    | (3,367)                         | (3,449)                    |
| Supplies and consumables                                    |      | (1,610)                    | (1,742)                         | (1,474)                    |
| Interest paid                                               |      |                            |                                 |                            |
| Other payment                                               |      |                            |                                 |                            |
| <b>Net cash flows from operating activities</b>             |      | <b>270</b>                 | <b>(55)</b>                     | <b>(39)</b>                |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Purchase of property, plant and equipment                   |      | (180)                      | (213)                           | (176)                      |
| Proceeds from sale of property, plant and equipment         |      |                            |                                 |                            |
| Purchase of investments                                     |      |                            |                                 |                            |
| Proceeds from sale of investments                           |      |                            |                                 |                            |
| Cash advances                                               |      |                            |                                 |                            |
| Cash receipts from repayment of advances                    |      |                            |                                 |                            |
| <b>Net cash flows from investing activities</b>             |      | <b>(180)</b>               | <b>(213)</b>                    | <b>(176)</b>               |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Equity investment                                           |      | 180                        | 50                              | 45                         |
| Repayment of surplus                                        |      |                            |                                 |                            |
| Capital withdrawal                                          |      |                            |                                 |                            |
| <b>Net cash flows from financing activities</b>             |      | <b>180</b>                 | <b>50</b>                       | <b>45</b>                  |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>270</b>                 | <b>(218)</b>                    | <b>(170)</b>               |
| Cash and cash equivalents at beginning of period            |      | 1,139                      | 1,357                           | 1,527                      |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>1,409</b>               | <b>1,139</b>                    | <b>1,357</b>               |

**JUDICIAL ADMINISTRATION**  
**STATEMENT OF CHANGES IN NET WORTH**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | Contributed<br>Capital         | Reserves                  | Revaluation<br>Reserve         | Accumulated<br>Surplus/<br>(deficits)          | Total        |
|----------------------------------------------------------------|--------------------------------|---------------------------|--------------------------------|------------------------------------------------|--------------|
| <b>Balance at 30 June 2012</b>                                 | 2,619                          |                           |                                | (979)                                          | 1,640        |
| Changes in accounting policy                                   |                                |                           |                                |                                                |              |
| Prior Year Adjustments                                         |                                |                           |                                |                                                |              |
| <b>Restated balance</b>                                        | 2,619                          |                           |                                | (979)                                          | 1,640        |
| <b>Changes in net worth for 2012/13</b>                        |                                |                           |                                |                                                |              |
| Gain/(loss) on property revaluation                            |                                |                           |                                |                                                |              |
| Gain/(loss) on revaluation of investments                      |                                |                           |                                |                                                |              |
| Exchange differences on translating foreign operations         |                                |                           |                                |                                                |              |
| Equity Investment from Cabinet                                 | 50                             |                           |                                |                                                | 50           |
| Capital withdrawals by Cabinet                                 |                                |                           |                                |                                                |              |
| Repayment of surplus to Cabinet                                |                                |                           |                                |                                                |              |
| <b>Net revenue / expenses recognised directly in net worth</b> |                                |                           |                                |                                                |              |
| Surplus/(deficit)for the period 2012/13                        |                                |                           |                                | (141)                                          | (141)        |
| <b>Total recognised revenues and expenses for the period</b>   |                                |                           |                                |                                                |              |
| <b>Balance at 30 June 2013 carried forward</b>                 | 2,669                          |                           |                                | (1,120)                                        | 1,549        |
|                                                                | <b>Contributed<br/>Capital</b> | <b>Other<br/>Reserves</b> | <b>Revaluation<br/>Reserve</b> | <b>Accumulated<br/>Surplus/<br/>(deficits)</b> | <b>Total</b> |
| <b>Balance at 30 June 2013 brought forward</b>                 | 2,669                          |                           |                                |                                                | 2,669        |
| <b>Changes in net worth for 2013/14</b>                        |                                |                           |                                |                                                |              |
| Changes in accounting policy                                   |                                |                           |                                |                                                |              |
| Prior Year Adjustments                                         |                                |                           |                                |                                                |              |
| <b>Restated balance</b>                                        | 2,669                          |                           |                                |                                                |              |
| <b>Changes in net worth for 2013/14</b>                        |                                |                           |                                |                                                |              |
| Gain/(loss) on property revaluation                            |                                |                           |                                |                                                |              |
| Gain/(loss) on revaluation of investments                      |                                |                           |                                |                                                |              |
| Exchange differences on translating foreign operations         |                                |                           |                                |                                                |              |
| Equity Investment from Cabinet                                 | 180                            |                           |                                |                                                | 180          |
| Capital withdrawals by Cabinet                                 |                                |                           |                                |                                                |              |
| Repayment of surplus/Dividends to Cabinet                      |                                |                           |                                |                                                |              |
| <b>Net revenue / expenses recognised directly in net worth</b> |                                |                           |                                |                                                |              |
| Surplus/(deficit)for the period 2013/14                        |                                |                           |                                |                                                |              |
| <b>Total recognised revenues and expenses for the period</b>   |                                |                           |                                |                                                |              |
| <b>Balance at 30 June 2014</b>                                 | 2,849                          |                           |                                |                                                | 2,849        |



## STATEMENT OF ACCOUNTING POLICIES

### JUDICIAL ADMINISTRATION]

#### General Accounting Policies

#### Reporting entity

These forecast financial statements are for the *Cabinet Office*

#### Basis of preparation

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

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

#### Reporting Period

The reporting period is the period ended 30 June 2014.

#### Specific Accounting Policies

#### Revenue

##### *Output revenue*

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

##### *Interest revenue*

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

#### Expenses

##### *General*

Expenses are recognised when incurred.

##### *Depreciation*

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

## Assets

### *Cash and cash equivalents*

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

### *Receivables and advances*

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

### *Inventory*

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

### *Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

### *Computer Hardware and Software*

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

## Liabilities

### *Accounts Payable*

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

### *Provisions*

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

### *Employee entitlements*

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

## NOTE 1. CASH AND CASH EQUIVALENTS

|                                                               | Foreign<br>Currency<br>\$000 | Exchange<br>Rate<br>\$000 | 2013/14<br>Budget |
|---------------------------------------------------------------|------------------------------|---------------------------|-------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           | 1<br>1                       | 1.0000<br>1.0000          | 1<br>1            |
| Cash in transit (IRIS Remittance Account)                     | 1,198                        | 1.0000                    | 1,198             |
| CI\$ Operational Current Account held at Royal Bank of Canada | 144                          | .8375                     | 121               |
| US\$ Operational Current Account held at Royal Bank of Canada | 88                           | 1.000                     | 88                |
| Payroll Current Account held at Royal Bank of Canada          |                              |                           |                   |
| Bank accounts held at other financial Institutions            |                              |                           |                   |
| <u>[DISCLOSE ACCOUNT]</u>                                     |                              |                           |                   |
| Fixed Deposits held with Treasury (less than 90 days)         |                              |                           |                   |
| <b>Total Cash and Cash Equivalents</b>                        |                              |                           | <b>1,409</b>      |

## NOTE 2. TRADE AND OTHER RECEIVABLES

### TRADE RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Sale of goods and services                |                            |                                 |                            |
| Outputs to Cabinet                        | 440                        | 410                             | 436                        |
| Other                                     | 3                          | 3                               | 3                          |
| Outputs to other government agencies      |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total trade receivables</b>            | <b>443</b>                 | <b>413</b>                      | <b>439</b>                 |

### OTHER RECEIVABLES

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Advances (salary, official travel, etc)   |                            |                                 |                            |
| Dishonoured cheques                       |                            |                                 |                            |
| Interest receivable                       |                            |                                 |                            |
| Other                                     |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total other receivables</b>            |                            |                                 |                            |

Current

|                      |                      |                   |
|----------------------|----------------------|-------------------|
| Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget |
|----------------------|----------------------|-------------------|

|                           |     |   |     |
|---------------------------|-----|---|-----|
| Past due 1-30 days        | 443 | - | 443 |
| Past due 31-60 days       |     |   |     |
| Past due 61-90 days       |     |   |     |
| Past due 90 and above     |     |   |     |
| <b>Non-Current</b>        |     |   |     |
| Past due 1 year and above |     |   |     |
| <b>Total</b>              |     |   |     |

Changes in the provision of doubtful debts:

| Description                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------|-------------------|------------------------|-------------------|
| Balance at 1 July, 2012                    |                   |                        |                   |
| Additional provisions made during the year |                   |                        |                   |
| Receivables written off during the period  |                   |                        |                   |
| Balance at 30 June, 2013                   |                   |                        |                   |

### NOTE 3. INVENTORIES

|                                                               | Current    | Non-<br>Current | 2013/14<br>Budget |
|---------------------------------------------------------------|------------|-----------------|-------------------|
| Inventory held for use in the provision of goods and services | 100        | 146             | 92                |
| Inventory held for sale                                       |            |                 |                   |
| Impairment of Inventory                                       |            |                 |                   |
| <b>Total Inventories</b>                                      | <b>100</b> | <b>146</b>      | <b>92</b>         |

### NOTE 4. INVESTMENTS

| Investments                                                       | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|-------------------------------------------------------------------|-------------------|---------------------------|-------------------|
| Description                                                       |                   |                           |                   |
| <b>Total Investments at the lower of cost or<br/>Market value</b> |                   |                           |                   |

### NOTE 5. PREPAYMENTS

| Description  | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|--------------|-------------------|---------------------------|-------------------|
|              | 25                | 23                        | 9                 |
| <b>Total</b> | <b>25</b>         | <b>23</b>                 | <b>9</b>          |

## NOTE 6. PROPERTY, PLANT AND EQUIPMENT

|                                       | 30 June 2013      |                                       |                                                  |                              |                                   |                              |                |
|---------------------------------------|-------------------|---------------------------------------|--------------------------------------------------|------------------------------|-----------------------------------|------------------------------|----------------|
|                                       | Vehicles<br>\$000 | Furniture<br>and<br>fittings<br>\$000 | Computer<br>hardware<br>and<br>software<br>\$000 | Office<br>equipment<br>\$000 | Other<br>Fixed<br>Assets<br>\$000 | Work in<br>Progress<br>\$000 | Total<br>\$000 |
| <u>Cost</u>                           |                   |                                       |                                                  |                              |                                   |                              |                |
| At 1 July 2012                        | 30                | 291                                   | 169                                              | 252                          | 1,719                             | -                            | 2,461          |
| Additions                             | 50                | -                                     | -                                                | -                            | 130                               | -                            | 180            |
| At 30 June 2013                       | 80                | 291                                   | 169                                              | 252                          | 1,849                             | -                            | 2,641          |
| <u>Accumulated depreciation</u>       |                   |                                       |                                                  |                              |                                   |                              |                |
| At 1 July 2012                        | 30                | 199                                   | 52                                               | 178                          | 1,087                             | -                            | 1,546          |
| Depreciation charge for the year      | 5                 | 11                                    | 34                                               | 20                           | 149                               | -                            | 219            |
| At 30 June 2013                       | 35                | 210                                   | 86                                               | 198                          | 1,236                             | -                            | 1,765          |
| <b>Carrying value at 30 June 2013</b> | <b>45</b>         | <b>81</b>                             | <b>83</b>                                        | <b>54</b>                    | <b>613</b>                        | <b>-</b>                     | <b>876</b>     |

|                                       | 30 June 2013      |                                       |                                                  |                              |                                   |                              |                |
|---------------------------------------|-------------------|---------------------------------------|--------------------------------------------------|------------------------------|-----------------------------------|------------------------------|----------------|
|                                       | Vehicles<br>\$000 | Furniture<br>and<br>fittings<br>\$000 | Computer<br>hardware<br>and<br>software<br>\$000 | Office<br>equipment<br>\$000 | Other<br>Fixed<br>Assets<br>\$000 | Work in<br>Progress<br>\$000 | Total<br>\$000 |
| <u>Cost</u>                           |                   |                                       |                                                  |                              |                                   |                              |                |
| At 1 July 2012                        | 30                | 241                                   | 38                                               | 212                          | 1,633                             | 94                           | 2,248          |
| Additions                             | -                 | 50                                    | 131                                              | 40                           | 86                                | -                            | 307            |
| Transfers                             | -                 | -                                     | -                                                | -                            | -                                 | (94)                         | (94)           |
| At 30 June 2013                       | 30                | 291                                   | 169                                              | 252                          | 1,719                             | -                            | 2,461          |
| <u>Accumulated depreciation</u>       |                   |                                       |                                                  |                              |                                   |                              |                |
| At 1 July 2012                        | 30                | 190                                   | 34                                               | 160                          | 933                               | -                            | 1,347          |
| Depreciation charge for the year      | -                 | 9                                     | 18                                               | 18                           | 154                               | -                            | 199            |
| At 30 June 2013                       | 30                | 199                                   | 52                                               | 178                          | 1,087                             | -                            | 1,546          |
| <b>Carrying value at 30 June 2013</b> | <b>-</b>          | <b>92</b>                             | <b>117</b>                                       | <b>74</b>                    | <b>632</b>                        | <b>-</b>                     | <b>915</b>     |

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

|                                                          | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Creditors                                                | 4                          | 4                               | 3                          |
| Creditors Ministries/Portfolios                          | 52                         | 52                              | 136                        |
| Accrued Expenses                                         | 125                        | 96                              | 123                        |
| Payroll Deductions                                       | -                          | -                               | 1                          |
| <b>Total trade payables, other payables and accruals</b> | <b>181</b>                 | <b>152</b>                      | <b>263</b>                 |

**NOTE 8. EMPLOYEE ENTITLEMENTS**

|                                                              | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                                 | 230                        | 222                             | 182                        |
| Retirement and long service leave                            |                            |                                 |                            |
| Accrued salaries                                             |                            |                                 |                            |
| Travel                                                       |                            |                                 |                            |
| <b>Total current portion</b>                                 | <b>230</b>                 | <b>222</b>                      | <b>182</b>                 |
| <b>Non-current employee entitlements are represented by:</b> |                            |                                 |                            |
| Retirement and long term service leave                       |                            |                                 |                            |
| <b>Total employee entitlements</b>                           |                            |                                 |                            |

**NOTE 9a. SALES OF GOODS AND SERVICES**

| Revenue Type                             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Outputs to Cabinet                       | 5,327                      | 4,983                           | 4,871                      |
| Outputs to other government agencies     |                            |                                 |                            |
| Fees and charges                         | 42                         | 45                              | 51                         |
| General sales                            |                            |                                 |                            |
| Rentals                                  |                            |                                 |                            |
| Other                                    |                            |                                 |                            |
| <b>Total sales of goods and services</b> | <b>5,369</b>               | <b>5,028</b>                    | <b>4,922</b>               |

**FEES AND CHARGES**

|                               | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|-------------------------------|-------------------|------------------------|-------------------|
| Fees and Charges              | \$000             | \$000                  | \$000             |
| Description                   | 42                | 45                     | 51                |
| <b>Total Fees and Charges</b> | 42                | 45                     | 51                |

**General Sales**

Description

**Total General Sales****Rentals**

Description

**Total Rentals****Other Goods & Services Revenue  
Goods & Services Revenue**

Description

**Total****Sales of Outputs to Cabinets**

Sales of outputs to Cabinet

|                                          |       |       |       |
|------------------------------------------|-------|-------|-------|
| <b>Total Sales of Outputs to Cabinet</b> | 5,327 | 4,983 | 4,871 |
|------------------------------------------|-------|-------|-------|

**Other Interdepartmental Revenue**

Financial Attest Services

Revenue from Ministries/Portfolios &amp; Public Authorities

|                                              |  |  |  |
|----------------------------------------------|--|--|--|
| <b>Total Other Interdepartmental Revenue</b> |  |  |  |
|----------------------------------------------|--|--|--|

|                                 |       |       |       |
|---------------------------------|-------|-------|-------|
| <b>Total Goods and Services</b> | 5,369 | 5,028 | 4,922 |
|---------------------------------|-------|-------|-------|



**NOTE 9b. REVENUE CONCESSIONS**

| <b>Revenue Type</b>                             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|-------------------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                                 | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| (e.g. Examination fees; construction materials) |                           |                                |                           |

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**Total concessions**


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**NOTE 10. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|----------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                        | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on deposits held with cabinet |                           |                                |                           |
| Interest on cash balances              |                           |                                |                           |
| Royalties                              |                           |                                |                           |
| Other                                  |                           |                                |                           |
| <b>Total Investment revenue</b>        |                           |                                |                           |

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**NOTE 11. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------|---------------------------|--------------------------------|---------------------------|
|                        | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| <b>Total donations</b> |                           |                                |                           |

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**NOTE 12. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|--------------------------------|---------------------------|--------------------------------|---------------------------|
|                                | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Salaries, wages and allowances | 2,821                     | 2,817                          | 3,016                     |
| Health care                    | 493                       | 460                            | 401                       |
| Pension                        | 143                       | 130                            | 144                       |
| Leave                          | 10                        |                                |                           |
| Other personnel related costs  |                           |                                |                           |
| <b>Total Personnel Costs</b>   | <b>3,467</b>              | <b>3,407</b>                   | <b>3,561</b>              |

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**NOTE 13. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                       | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Supplies and Materials                | 153                       | 166                            | 136                       |
| Purchase of services                  | 513                       | 410                            | 387                       |
| Lease of property and equipment       | 540                       | 533                            | 509                       |
| Utilities                             | 267                       | 260                            | 258                       |
| General Insurance                     | 75                        | 75                             | 88                        |
| Interdepartmental expenses            | 30                        | 26                             | 40                        |
| Travel and Subsistence                | 8                         | 7                              | 28                        |
| Recruitment and Training              | 35                        | 19                             | 6                         |
| Other                                 | 62                        | 67                             | 23                        |
| <b>Total Supplies and Consumables</b> | <b>1,683</b>              | <b>1,563</b>                   | <b>1,475</b>              |

**NOTE 14. FINANCE COSTS**

|                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------|---------------------------|--------------------------------|---------------------------|
|                           | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on overdraft     |                           |                                |                           |
| Other                     |                           |                                |                           |
| <b>Total Finance cost</b> |                           |                                |                           |

**NOTE 15. LITIGATION COSTS**

The Attorney General's Office provides litigation services to [Ministry/Portfolio]. However during the year ended 30 June [ ] the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$XX in [Current Year] and \$XX in [Prior Year].

| <b>Litigation Costs</b>      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------------|---------------------------|--------------------------------|---------------------------|
|                              | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Description                  |                           |                                |                           |
| Description                  |                           |                                |                           |
| <b>Total Litigation cost</b> |                           |                                |                           |

**NOTE 16. GAINS / (LOSSES)**

|                                                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|----------------------------------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                                                | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Net (gain) / loss on disposal of property, plant and equipment |                           |                                |                           |
| Net (gain) / loss on foreign exchange Transactions             |                           |                                |                           |
| <b>Total gains / (losses)</b>                                  |                           |                                |                           |

During the period the [Ministry/Portfolio] disposed of [type of property, plant, equipment] that was [state purpose]. The net gain on [type of property, plant, equipment] disposals was \$XX [2008/09; \$XX]. Approval was obtained to dispose of these assets.

**NOTE 17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|--------------------------------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                                              | <b>\$000</b>              | <b>This Year<br/>\$000</b>     | <b>\$000</b>              |
| Surplus/(deficit) from ordinary activities                   | -                         | (141)                          | (322)                     |
| <b>Non-cash movements</b>                                    |                           |                                |                           |
| Depreciation expense                                         | 219                       | 199                            | 208                       |
| Impairment                                                   |                           |                                |                           |
| (Gain)/losses on sale of property plant and equipment        |                           |                                |                           |
| Foreign exchange gains/(losses)                              |                           |                                |                           |
| <b>Changes in current assets and liabilities</b>             |                           |                                |                           |
| (Increase)/decrease in other current assets                  | 44                        | (68)                           | (25)                      |
| (Increase)/decrease in receivables                           |                           |                                |                           |
| (Increase)/decrease in receivables - Cabinet                 | (30)                      | 26                             | (38)                      |
| (Increase)/decrease in inventories                           |                           |                                |                           |
| (Increase)/decrease in payables                              | 29                        | (111)                          | 15                        |
| (Increase)/decrease in provisions relating to employee costs | 8                         | 40                             | 123                       |
| <b>Net cash flows from operating activities</b>              | <b>270</b>                | <b>(55)</b>                    | <b>(39)</b>               |

## NOTE 18. CONTINGENT LIABILITIES AND ASSETS

|                                                                                    | Beginning<br>Balance | Additions | Disbursements | Adjustments | 2013/14<br>Budget |
|------------------------------------------------------------------------------------|----------------------|-----------|---------------|-------------|-------------------|
| <b>Guarantees</b>                                                                  |                      |           |               |             |                   |
| Item 1 heading                                                                     |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| Item 2 heading                                                                     |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| <b>Total Quantifiable Guarantees</b>                                               |                      |           |               |             |                   |
| <b>Legal Proceedings and Disputes</b>                                              |                      |           |               |             |                   |
| Item 1 heading                                                                     |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| Item 2 heading                                                                     |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| <b>Total Legal Proceedings and Disputes</b>                                        |                      |           |               |             |                   |
| <b>Other Contingent Liabilities</b>                                                |                      |           |               |             |                   |
| Item 1 heading                                                                     |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| Item 2 heading                                                                     |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| <b>Total Other Contingent Liabilities</b>                                          |                      |           |               |             |                   |
| <b>Total contingent liabilities</b>                                                |                      |           |               |             |                   |
| <b>Contingent Assets</b>                                                           |                      |           |               |             |                   |
| Item 1 heading                                                                     |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| Item 2 heading                                                                     |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and timing |                      |           |               |             |                   |
| <b>Total Other Contingent Assets</b>                                               |                      |           |               |             |                   |

**NOTE 19: COMMITMENTS**

| Type                                                           | One year<br>or less | One to<br>five<br>Years | Over five<br>Years | Total |
|----------------------------------------------------------------|---------------------|-------------------------|--------------------|-------|
| <b>Capital Commitments</b>                                     |                     |                         |                    |       |
| Property, plant and equipment                                  |                     |                         |                    |       |
| Other fixed assets                                             |                     |                         |                    |       |
| Other commitments (list separately if material)                |                     |                         |                    |       |
| <b>Total Capital Commitments</b>                               |                     |                         |                    |       |
| <b>Operating Commitments</b>                                   |                     |                         |                    |       |
| Non-cancellable accommodation leases                           | 469                 | 937                     |                    |       |
| Other non-cancellable leases                                   |                     |                         |                    |       |
| Non-cancellable contracts for the supply of goods and services |                     |                         |                    |       |
| Other operating commitments                                    |                     |                         |                    |       |
| <b>Total Operating Commitments</b>                             |                     |                         |                    |       |
| <b>Total Commitments</b>                                       | 469                 | 937                     |                    |       |

**NOTE 21. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The [Ministry/Portfolio] is a wholly owned entity of the government from which it derives a major source of its revenue. The [Ministry/Portfolio] and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

|                                                 | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|-------------------------------------------------|-------------------|------------------------|-------------------|
|                                                 | \$000             | \$000                  | \$000             |
| <b>Description</b>                              |                   |                        |                   |
| Salaries and other short-term employee benefits | 125               | 119                    |                   |
| Past employee benefits                          |                   |                        |                   |
| Other long-term benefits                        |                   |                        |                   |
| Termination benefits                            |                   |                        |                   |
| Loans                                           |                   |                        |                   |
| <b>Total</b>                                    |                   |                        |                   |

The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

| Loan Recipient | Relationship to key management personnel | Amount Advanced | Amount Repaid | Balance | Terms and conditions of Loan |
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|
| <hr/>          |                                          |                 |               |         |                              |
| <hr/>          |                                          |                 |               |         |                              |

*[If no loans were granted to key management personnel or their close relatives during the financial year then make statement to this effect].*

[THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The [Ministry/Portfolio] is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

#### Credit risk

In the normal course of its business the [Ministry/Portfolio] is subject to credit risk from debtors other than the Cabinet. The [Ministry/Portfolio] does not have significant concentrations of credit risk for its other financial instruments.

#### Currency and interest rate risk

The [Ministry/Portfolio] has no significant exposure to currency exchange loss risk and interest rate risk.

#### Liquidity risk

In meeting its liquidity requirements, the [Ministry/Portfolio] closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The [Ministry/Portfolio] maintains a target level of available cash to meet liquidity requirements.

All of the [Ministry/Portfolio] financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# ANNUAL BUDGET STATEMENT

OFFICE OF THE AUDITOR GENERAL

FOR THE FINANCIAL YEAR

ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)

## CONTENT

**STATEMENTS:** Statements of the Auditor General and the Chairman of the Public Accounts Committee

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

**APPENDIX: Forecast Financial Statements for the year ended 30 June 2014**



### **STATEMENT FROM THE AUDITOR GENERAL**

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Mr. Alastair Swarbrick**

**Auditor General**

**Office of the Auditor General**

Office of the Auditor General

October 4 2013

### **STATEMENT FROM THE CHAIRMAN OF THE PUBLIC ACCOUNTS COMMITTEE**

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Mr. Roy McTaggart**

**Chairman of the Public Accounts Committee**

Office of the Auditor General

October 4 2013

## PART A

# OWNERSHIP PERFORMANCE

## 1. NATURE AND SCOPE OF ACTIVITIES

---

### GENERAL NATURE OF ACTIVITIES

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

It further states that *“In the exercise of his or her functions, the Auditor General (and any person acting on his or her behalf in the exercise of those functions) shall not be subject to the direction or control of any other person or authority, save that the Auditor General is answerable to the Public Accounts Committee of the Legislative Assembly and must attend upon the Committee at its request.”* The powers and duties of the Auditor General are further set out in the *Public Management and Finance Law (2012 Revision)*.

We have developed a clear vision for the work that the Office of the Auditor General (OAG or Office) carries out, along with three core values that underpin our vision. We envision that:

**“Our independent work promotes good governance,  
transparency and accountability in the use of public funds”**

The three core values underpinning the Office’s vision are:

- **Independent** – We work independently from Government
- **Professional** – We carry out our work with integrity and respect, competently and in the public interest.
- **Accountable** – We are accountable to the Legislative Assembly and the people of the Cayman Islands for what we do.

Our vision and values provide an overarching framework under which we have developed the strategic objectives and related activities as outlined in our Strategic Plan for 2011 to 2013.

### Scope of Activities

The Office of the Auditor General is the independent **“Watchdog of Government Spending”** working on behalf of the Legislative Assembly and the wider public. We carry out this role on a day to day basis by undertaking three main categories of work:

- Financial statement audits – includes the Entire Public Sector (EPS) consolidated financial statements, and of each Ministry, Portfolio, Statutory Authority, Government Company and certain non-public funds.
- Performance audits and public information reports which promote the efficient, effective and economic use of resources across Ministries, Portfolios, Statutory Authorities or Government Companies.
- Support and assistance to the Public Accounts Committee (PAC) of the Legislative Assembly.

We also provide support services to Hazard Management Cayman Islands, and the Auditor General is a member of the recently established Anti-Corruption Commission and Auditor Oversight Authority.

In 2013/14, the Office of the Auditor General will be developing performance indicators relating to its performance that will provide the Members of the Legislative Assembly a better means to

assess the performance of the Office and how well it achieved its planned results. These will be discussed with the Public Accounts Committee prior to their use.

**Customers and Location of Activities**

Customers: The Legislative Assembly and the Public Accounts Committee.

Audit Clients: All Ministries/Portfolios, all Statutory Authorities and Government Companies.

Locations: Office of the Auditor General, 3rd Floor Anderson Square, George Town; Client's offices.

## 2. STRATEGIC OWNERSHIP GOALS

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The key strategic ownership goals for the Auditor General in 2013/14 and the subsequent three years are as follows:

- To develop and strengthen the Office's human resource capability in order to provide an effective and efficient audit service.
- To ensure that we meet the changing needs and expectations of our stakeholders by focusing our resources on matters offering the greatest potential to improve their performance and accountability.
- To continuously improve our own business management practices by identifying and giving priority to the most important risks.
- To enhance the independence of the Office by developing a framework for a separate Auditor General's Act and having it implemented.
- To enhance public accountability through the release of relevant and timely audit reports to all stakeholders.
- To meet the deadlines and commitments of the *Public Management and Finance Law (2012 Revision)* and the *Public Service Management Law (2011 Revision)* and the Personnel Regulations, 2011 Revision.

### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Office of the Auditor General for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                    | 2013/14<br>Budget<br>\$000 | 2012/13<br>Actual<br>\$000 |
|----------------------------------------------------------------------------------|----------------------------|----------------------------|
| Revenue from PAC                                                                 | 650                        | 502                        |
| Revenue from ministries, portfolios, statutory authorities, government companies | 1,973                      | 1,726                      |
| Revenue from others                                                              | -                          | -                          |
| Surplus/deficit from outputs                                                     | -                          | -                          |
| Ownership expenses                                                               | -                          | -                          |
| <b>Operating Surplus/(Deficit)</b>                                               | <b>273</b>                 | <b>142</b>                 |
| Net Worth                                                                        | 286                        | 286                        |
| Cash flows from operating activities                                             | 533                        | (51)                       |
| Cash flows from investing activities                                             | (70)                       | -                          |
| Cash flows from financing activities                                             | (477)                      | (790)                      |
| Change in cash balances                                                          | (14)                       | (841)                      |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Est. Actual<br>% |
|-------------------------------------------------------|------------------------|-----------------------------|
| Current Assets: Current Liabilities (Working Capital) | 135                    | 134                         |
| Total Assets: Total Liabilities                       | 149                    | 137                         |

## MAINTENANCE OF CAPABILITY

| HUMAN CAPITAL MEASURES                                          |                                                                                                                                                                                                                                                                      | 2013/14<br>BUDGET | 2012/13<br>ACTUAL |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED AT 30 JUNE            |                                                                                                                                                                                                                                                                      | 19                | 18                |
| STAFF TURNOVER (%)                                              |                                                                                                                                                                                                                                                                      |                   |                   |
| MANAGERS                                                        |                                                                                                                                                                                                                                                                      | 20%               | 0%                |
| PROFESSIONAL AND TECHNICAL STAFF                                |                                                                                                                                                                                                                                                                      | 23%               | 0%                |
| CLERICAL AND LABOURER STAFF                                     |                                                                                                                                                                                                                                                                      | 0%                | 0%                |
| AVERAGE LENGTH OF SERVICE (NUMBER OF YEARS IN CURRENT POSITION) |                                                                                                                                                                                                                                                                      |                   |                   |
| MANAGERS                                                        |                                                                                                                                                                                                                                                                      | 5                 | 8                 |
| PROFESSIONAL AND TECHNICAL STAFF                                |                                                                                                                                                                                                                                                                      | 4                 | 4.5               |
| CLERICAL AND LABOURER STAFF                                     |                                                                                                                                                                                                                                                                      | 6                 | 5                 |
| CHANGES TO PERSONNEL MANAGEMENT SYSTEM:                         | <p>DURING THE 2013-14 YEAR WE PLAN TO HAVE 20 FULL TIME EQUIVALENT EMPLOYEES; WE ARE PLANNING ON CREATING ONE NEW AUDIT PRINCIPAL POST.</p> <p>THERE WAS NO STAFF TURNOVER IN 2012/13, BUT WE ANTICIPATE THERE WILL BE SOME MOVEMENT IN THE 2013/14 FISCAL YEAR.</p> |                   |                   |

| <b>Physical Capital Measures</b>                   | <b>2013/14<br/>Budget</b>                                                   | <b>2012/13<br/>Est. Actual</b>    |
|----------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------|
| Value of total assets                              | \$872,000                                                                   | \$1,039,000                       |
| Asset replacements: total assets                   | 8%                                                                          | 0%                                |
| Book value of assets: initial cost of those assets | 61%                                                                         | 18%                               |
| Depreciation: cash flow on asset purchases         | 21%                                                                         | N/A *                             |
| Changes to asset management policies               | Plan to move into new premises; otherwise no changes to management policies | * No new capital assets purchased |

| <b>Major <u>New</u> Entity Capital Expenditures for the Year</b> | <b>2013/14<br/>Budget<br/>\$</b> |
|------------------------------------------------------------------|----------------------------------|
| Computers                                                        | 25,000                           |
| Printer                                                          | 5,000                            |
| Furniture                                                        | 40,000                           |
|                                                                  |                                  |
|                                                                  |                                  |
|                                                                  |                                  |
|                                                                  |                                  |



| Major Entity Capital Expenditure Commenced but not completed in previous years | Anticipated Project Status at 1 <sup>st</sup> July 2013 |
|--------------------------------------------------------------------------------|---------------------------------------------------------|
|                                                                                |                                                         |
| N/A                                                                            |                                                         |
|                                                                                |                                                         |
|                                                                                |                                                         |
|                                                                                |                                                         |
|                                                                                |                                                         |

## RISK MANAGEMENT

| Key risks faced by the Office                                                                                                                                                                                                                                                                                                            | Change in status from 2012/13 | Actions to manage risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Financial value of risk |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <ul style="list-style-type: none"> <li>• Issuing an inappropriate audit opinion on:               <ul style="list-style-type: none"> <li>- government financial accounts</li> <li>- the statement of outputs delivered by government entities</li> </ul> </li> </ul> <p>or not being in compliance with accepted auditing standards.</p> | Unchanged                     | <p>Internal activity:</p> <ul style="list-style-type: none"> <li>• Implement a new risk based approach audit software program</li> <li>• Improved knowledge of business for all agencies and outputs</li> <li>• More emphasis on risk-based audit planning</li> <li>• Staff training on new developments in accounting and auditing</li> </ul> <p>External activity:</p> <ul style="list-style-type: none"> <li>• Inviting CO and CFO participation in audit planning to ensure effective cooperation</li> </ul> | Not quantifiable        |
| <ul style="list-style-type: none"> <li>• Issuance of performance audit reports that have an inappropriate conclusion or insufficient evidence</li> </ul>                                                                                                                                                                                 | Unchanged                     | <p>Internal activity:</p> <ul style="list-style-type: none"> <li>• Improved knowledge of business for all agencies and outputs</li> <li>• Staff training in performance auditing</li> <li>• Further developing a performance audit framework</li> </ul>                                                                                                                                                                                                                                                          | Not quantifiable        |
| <ul style="list-style-type: none"> <li>• Perceived lack of independence from the government entities we audit</li> </ul>                                                                                                                                                                                                                 | Unchanged                     | <p>Internal activity:</p> <ul style="list-style-type: none"> <li>• Developing a framework for a separate Auditor General's Act</li> <li>• Communicating the necessity for an independent external audit function</li> </ul>                                                                                                                                                                                                                                                                                      | Not quantifiable        |
| <ul style="list-style-type: none"> <li>• Timely recovery in the event of a natural disaster.</li> </ul>                                                                                                                                                                                                                                  | Unchanged                     | <p>Internal activity:</p> <ul style="list-style-type: none"> <li>• Employee awareness of risk and taking necessary precaution to protect physical assets and important information</li> </ul>                                                                                                                                                                                                                                                                                                                    | Not quantifiable        |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

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| Equity Movement                                                                      | 2013/14<br>Budget<br>\$ | 2012/13<br>Est. Actual<br>\$ |
|--------------------------------------------------------------------------------------|-------------------------|------------------------------|
| Equity Investment from Cabinet into the <i>Office of the Auditor General</i>         | -                       | -                            |
| Capital (Equity) Withdrawal by Cabinet from the <i>Office of the Auditor General</i> | -                       | -                            |

## PART B

# OUTPUT PERFORMANCE

## 5. OUTUTS TO BE DELIVERED

|                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------|
| <b>AUD 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Financial and Performance Audit Reports</b> | <b>\$625,000</b>          |
| <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                |                           |
| Audit reports and advice to the Public Accounts Committee (PAC) and other Legislative Committees relating to:                                                                                                                                                                                                                                                                                                                                                 |                                                |                           |
| <ul style="list-style-type: none"> <li>• Management of executive financial transactions;</li> <li>• Financial Management of Entire Public Sector (EPS) or of any Ministry, Portfolio, Statutory Authority or Government Company;</li> <li>• The economy, efficiency and effectiveness of any Ministry, Portfolio, Statutory Authority or Government Company; and</li> <li>• Other matters of public interest as determined by the Auditor General.</li> </ul> |                                                |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>2013/14<br/>Budget</b>                      | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                |                           |
| <ul style="list-style-type: none"> <li>• Number of reports issued reports to the Legislative Assembly</li> </ul>                                                                                                                                                                                                                                                                                                                                              | 6-8                                            | 4                         |
| <ul style="list-style-type: none"> <li>• Number of audits in progress / partial reports at year end</li> </ul>                                                                                                                                                                                                                                                                                                                                                | 1-3                                            | 7                         |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                |                           |
| <ul style="list-style-type: none"> <li>• Issued reports are reviewed and signed off by the Audit Manager and/or Auditor General</li> </ul>                                                                                                                                                                                                                                                                                                                    | 100%                                           | 100%                      |
| <ul style="list-style-type: none"> <li>• Request client's comments on the draft reports and amend the final report if necessary</li> </ul>                                                                                                                                                                                                                                                                                                                    | 100%                                           | 100%                      |
| <ul style="list-style-type: none"> <li>• Report recommendations are agreed to by PAC</li> </ul>                                                                                                                                                                                                                                                                                                                                                               | 80-100%                                        | N/A%                      |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                |                           |
| <ul style="list-style-type: none"> <li>• Auditor General reports become public documents within two weeks of submission to the Speaker of the Legislative Assembly</li> </ul>                                                                                                                                                                                                                                                                                 | 100%                                           | 100%                      |
| <ul style="list-style-type: none"> <li>• All reports are publicly available through the website within two days after becoming a public document.</li> </ul>                                                                                                                                                                                                                                                                                                  | 100%                                           | 100%                      |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                |                           |
| Cayman Islands: Office of the Auditor General, 3 <sup>rd</sup> Floor Anderson Square, George Town, and Client premises (local & international)                                                                                                                                                                                                                                                                                                                | 100%                                           | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>\$625,000</b>                               | <b>\$560,018</b>          |
| <b>Related Broad Outcome:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                |                           |
| 8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                           |                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------|
| <b>AUD 8</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Support Services to the National Emergency Operations Centre and Hazard Management</b> | <b>\$25,000</b>       |
| <b>Description</b><br>Advice and assistance to Hazard Management Cayman Islands, which includes providing strategic direction for the National Emergency Operations Centre, Support Services Group when a national disaster occurs and oversight and monitoring through the Logistics Support System (LSS) for the distribution of international aid donated to the Government.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                           |                       |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of Memo of Understandings (MOU) updated</li> <li>Number of training sessions provided/attended on LSS</li> <li>Number of Hazard Management Plan Report updated</li> <li>Number of relief support services provided through the National Emergency Operations Centre due to a disaster</li> </ul><br><b>Quality</b> <ul style="list-style-type: none"> <li>MOUs are prepared by senior management and agreed and signed off by the Auditor General</li> <li>LSS training evaluation rated as good to very good by the participants</li> <li>Hazard Management Plan prepared in accordance with the Hazard Management Cayman Islands standards</li> <li>Relief support services provided to the standards required by Hazard Management Cayman Islands</li> </ul><br><b>Timeliness</b> <ul style="list-style-type: none"> <li>MOU signed off by mid June</li> <li>LSS training session held by end of May</li> <li>Hazard Management Plan submitted by May 31</li> <li>Relief Support services provided within two days of the disaster</li> </ul><br><b>Location</b><br>Cayman Islands | <b>2013/14 Budget</b>                                                                     | <b>2012/13 Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                           |                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 3                                                                                         | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1-2                                                                                       | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1                                                                                         | 1                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0-1                                                                                       | 0                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                                      | N/A%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 80-100%                                                                                   | N/A%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                                      | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 80-100%                                                                                   | N/A%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                                      | 0%                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                                      | 0%                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                                      | 100%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 80-100%                                                                                   | N/A%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100%                                                                                      | 100%                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>\$25,000</b>                                                                           | <b>\$7,987</b>        |
| <b>Related Broad Outcome:</b><br>8. A Culture of Good Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                           |                       |

## 6. PAYMENT ARRANGEMENTS

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Public Accounts Committee will pay the Office of the Auditor General for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the Chairman of the Public Accounts Committee. The invoice will contain sufficient evidence of the outputs delivered for the Minister to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for outputs to be delivered during the year is outlined in the following table:

**EXPECTED INVOICE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>AUD 2<br/>\$</b> | <b>AUD 8<br/>\$</b> |
|--------------|---------------------|---------------------|
| July         | 32,000              | -                   |
| August       | 75,000              | -                   |
| September    | 50,000              | 5,000               |
| October      | 55,000              | -                   |
| November     | 50,000              | 5,000               |
| December     | 40,000              | -                   |
| January      | 33,000              | -                   |
| February     | 65,000              | -                   |
| March        | 65,000              | -                   |
| April        | 65,000              | 5,000               |
| May          | 50,000              | 5,000               |
| June         | 45,000              | 5,000               |
| <b>TOTAL</b> | <b>625,000</b>      | <b>25,000</b>       |



**OFFICE OF THE AUDITOR GENERAL**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Mr. Alistair Swarbrick, MA(Hons), CPFA**  
**Auditor General**

Office of the Auditor General

October 4 2013



OFFICE OF THE AUDITOR GENERAL  
FORECAST STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2014

|                                            | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                      |      |                            |                                 |                            |
| Cash and cash equivalents                  | 1    | 351                        | 365                             | 1,206                      |
| Accounts receivable                        | 2    | 425                        | 649                             | 485                        |
| Prepayments                                |      | 18                         | 2                               | 1                          |
| <b>Total Current Assets</b>                |      | <b>794</b>                 | <b>1,016</b>                    | <b>1,692</b>               |
| <b>Non-Current Assets</b>                  |      |                            |                                 |                            |
| Property, plant and equipment              | 3    | 78                         | 23                              | 37                         |
| <b>Total Non-Current Assets</b>            |      | <b>78</b>                  | <b>23</b>                       | <b>37</b>                  |
| <b>Total Assets</b>                        |      | <b>872</b>                 | <b>1,039</b>                    | <b>1,729</b>               |
| <b>Current Liabilities</b>                 |      |                            |                                 |                            |
| Accounts payable                           | 4    | 96                         | 20                              | 67                         |
| Employee entitlements                      | 5    | 75                         | 114                             | 109                        |
| Surplus Payable                            | 4    | 415                        | 619                             | 1,267                      |
| <b>Total Current Liabilities</b>           |      | <b>586</b>                 | <b>753</b>                      | <b>1,443</b>               |
| <b>Non-Current Liabilities</b>             |      |                            |                                 |                            |
| Employee entitlements                      |      | -                          | -                               | -                          |
| Other non-current liabilities              |      | -                          | -                               | -                          |
| <b>Total Non-Current Liabilities</b>       |      | <b>-</b>                   | <b>-</b>                        | <b>-</b>                   |
| <b>Total Liabilities</b>                   |      | <b>586</b>                 | <b>753</b>                      | <b>1,443</b>               |
| <b>TOTAL ASSETS LESS TOTAL LIABILITIES</b> |      | <b>286</b>                 | <b>286</b>                      | <b>286</b>                 |
| <b>Net worth</b>                           |      |                            |                                 |                            |
| Contributed capital                        | 6    | (994)                      | (721)                           | (579)                      |
| Asset revaluation reserve                  |      | -                          | -                               | -                          |
| Accumulated surpluses                      |      | 1,280                      | 1,007                           | 865                        |
| <b>Total Net Worth</b>                     |      | <b>286</b>                 | <b>286</b>                      | <b>286</b>                 |

OFFICE OF THE AUDITOR GENERAL  
FORECAST STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014

|                                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                       |      |                            |                                 |                            |
| Audit services provided to Public Accounts Committee |      | 650                        | 502                             | 575                        |
| Audit services provided to other government agencies |      | 1,973                      | 1,726                           | 2,153                      |
| <b>Total Operating Revenue</b>                       |      | <b>2,623</b>               | <b>2,228</b>                    | <b>2,728</b>               |
| <b>Operating Expenses</b>                            |      |                            |                                 |                            |
| Personnel costs                                      | 7    | 1,778                      | 1,683                           | 1,745                      |
| Operating Expenses                                   | 8    | 557                        | 389                             | 484                        |
| Depreciation                                         | 3    | 15                         | 14                              | 22                         |
| <b>Total Operating Expenses</b>                      |      | <b>2,350</b>               | <b>2,086</b>                    | <b>2,251</b>               |
| <b>Net Surplus for the period</b>                    |      | <b>273</b>                 | <b>142</b>                      | <b>477</b>                 |

OFFICE OF THE AUDITOR GENERAL  
FORECAST STATEMENT OF CHANGES IN NET ASSETS / EQUITY  
FOR THE YEAR ENDED 30 JUNE 2014

|                                                  | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Opening balance net assets/equity</b>         |      | <b>286</b>                 | <b>286</b>                      | <b>275</b>                 |
| <b>Net surplus / (deficit)</b>                   |      | <b>273</b>                 | <b>142</b>                      | <b>477</b>                 |
| Property revaluations                            |      | -                          | -                               | 11                         |
| Investment revaluations                          |      | -                          | -                               | -                          |
| Net revaluations during the period               |      | -                          | -                               | -                          |
| <b>Total recognised revenues and expenses</b>    |      | <b>273</b>                 | <b>142</b>                      | <b>488</b>                 |
| Equity investment / contributed goods & services |      | -                          | -                               | -                          |
| Repayment of surplus                             |      | (273)                      | (142)                           | (477)                      |
| Capital withdrawal                               |      | -                          | -                               | -                          |
| <b>Closing balance net assets/equity</b>         |      | <b>286</b>                 | <b>286</b>                      | <b>286</b>                 |

OFFICE OF THE AUDITOR GENERAL  
FORECAST STATEMENT OF CASH FLOWS  
FOR YEAR ENDED 30 JUNE 2014

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Receipts                                                    |      |                            |                                 |                            |
| Audit services provided to Public Accounts Committee        |      | 788                        | 317                             | 884                        |
| Audit services provided to other government agencies        |      | 2,059                      | 1,747                           | 2,077                      |
| Payments                                                    |      |                            |                                 |                            |
| Personnel costs                                             |      | (1,817)                    | (1,678)                         | (1,720)                    |
| Suppliers                                                   |      | (497)                      | (437)                           | (454)                      |
| <i>Net cash flows from operating activities</i>             | 9    | 533                        | (51)                            | 787                        |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Purchase of non-current assets                              | 3    | (70)                       | -                               | (7)                        |
| <i>Net cash flows from investing activities</i>             |      | (70)                       | -                               | (7)                        |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Equity investment                                           |      | -                          | -                               | -                          |
| Repayment of surplus                                        |      | (477)                      | (790)                           | -                          |
| Capital withdrawal                                          |      | -                          | -                               | -                          |
| <i>Net cash flows from financing activities</i>             |      | (477)                      | (790)                           | -                          |
| <i>Net increase/(decrease) in cash and cash equivalents</i> |      | (14)                       | (841)                           | 780                        |
| Cash and cash equivalents at beginning of period            |      | 365                        | 1,206                           | 426                        |
| Cash and cash equivalents at end of period                  | 1    | 351                        | 365                             | 1,206                      |

**OFFICE OF THE AUDITOR GENERAL  
STATEMENT OF ACCOUNTING POLICIES  
FOR YEAR ENDED 30 JUNE 2014  
(Expressed in Cayman Islands dollars)**

**Background Information**

The Office of the Auditor General (the “Office”) was originally established under the Cayman Islands (Constitution) (Order) 1993 under Section 55B and was re-established under the new Cayman Islands Constitution Order 2009 Section 114 as an independent public office. Its mandate and responsibilities are prescribed in sections 58 to 69 of the *Public Management and Finance Law (2012)* (“PMFL”). The main source of revenue is earned from contracted services provided to the Cayman Islands Government (“the Government”). Some of the audit services are undertaken by private sector auditors on behalf the Auditor General.

**General Accounting Policies**

***Reporting entity***

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

***Basis of preparation***

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSASs) using the accrual basis of accounting.

The forecast financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently to all periods presented. The forecast financial statements are presented in Cayman Islands dollars using the historical cost basis of accounting.

***Reporting Period***

The reporting period is the twelve months ended 30 June 2014.

• ***Judgement and Estimates***

The preparation of forecast financial statements in conformity with IPSAS requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the reporting period that is affected by those revisions. As at 30 June 2014 forecast and 30 June 2013 estimated actuals, no reliable fair value estimate of contributed goods and services provided by Government entities could be made and therefore no estimated amounts are recorded in these financial statements.

**Specific Accounting Policies**

***Revenue***

***Audit Services Revenue***

The Office derives its revenue from the Public Accounts Committee (“PAC”) and other government entities for audit services provided according to the provisions in the PMFL. These

services are defined in the PMFL, which includes financial statement audit work, other assurance work and special investigations undertaken on the initiative of the Auditor General or at the request of the Legislative Assembly or any of its committees or subcommittees. Audit services revenue is recognised in the accounting period in which it is earned.

### ***Expenses***

#### ***General***

Expenses are recognised when incurred on the accrual basis of accounting. In addition, an expense is recognized for the consumption of the estimated fair value of contributed goods and services received, when an estimate can realistically be made.

## **OFFICE OF THE AUDITOR GENERAL STATEMENT OF ACCOUNTING POLICIES FOR YEAR ENDED 30 JUNE 2014 (Expressed in Cayman Islands dollars)**

### ***Expenses (continued)***

#### ***Depreciation***

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

#### ***Operating Leases***

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under the operating leases are recognized as an expense on a straight line basis over the lease term.

### ***Assets***

#### ***Cash and cash equivalents***

Cash and cash equivalents include cash held in two bank accounts in the name of the Office of the Auditor General maintained with the Royal Bank of Canada in the Cayman Islands and a petty cash fund.

#### ***Accounts Receivables***

Accounts receivables are recognised initially at fair value and are subsequently measured at amortized cost less a provision for impairment. A provision for impairment of accounts receivables is established when there is objective evidence that the Office will not be able to collect all amounts due according to the original terms of the receivables. Significant delays in payments are considered indicators that the receivable may be impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial performance. When an accounts receivable is uncollectible, it is written off against the allowance account for accounts receivable. Subsequent recoveries of amounts previously written off are recognized in future periods as revenue in the year in which it is collected.

#### ***Work in Progress***

Work in progress represents time spent performing contracted services that has not yet been billed. Work in progress is stated at net realisable value.

### *Property, Plant and Equipment*

Property, plant and equipment are carried at historical cost (which includes acquisition cost) less accumulated depreciation and are depreciated on the straight line basis at the following rates and estimated useful lives:

|                         |                                      |
|-------------------------|--------------------------------------|
| Leasehold Improvements: | over the remaining life of the lease |
| Furniture and fittings: | 6.66% (15 years) to 20% (5 years)    |
| Computer Equipment:     | 33.33% (3 years)                     |
| Office Equipment :      | 10% (10 years) to 33.33% (3 years)   |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the period end. Assets that are subject to amortisation are reviewed for impairment whenever events of changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amounts. The recoverable amount is the higher of the asset's fair value less costs to sell and its value for use in service.

## **OFFICE OF THE AUDITOR GENERAL STATEMENT OF ACCOUNTING POLICIES FOR YEAR ENDED 30 JUNE 2014 (Expressed in Cayman Islands dollars)**

### ***Liabilities***

#### ***Accounts Payable***

Accounts payable are recognised initially at fair value and subsequently measured at amortized cost.

#### ***Employee Benefits***

##### ***a) Annual Leave entitlement***

Annual leave due, but not taken, is recognized as a current liability at the current rates of pay.

##### ***b) Pension Obligations***

Pension contributions for employees of the Office are paid to the Public Service Pensions Fund (the "Fund"). The Fund is administered by the Public Service Pensions Board and is operated as a multi-employer non-contributory Fund, whereby the employer pays both employer and employee contributions. Pension contributions are included in personnel costs in the statement of financial performance. All employees of the Office belong to the defined contribution scheme.

#### ***Surplus Payable***

Pursuant to the *Public Management & Finance Law (2012 Revision)* section 39 (3)(f) the Office may "retain such part of its net operating surplus as is determined by the Minister of Finance". When surpluses arise these are booked as a payable to the Cayman Islands Government, unless the Office is directed by the Minister of Finance that the surplus can be retained.

#### ***Provisions***

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

***Contributed Capital***

Contributed capital relates to initial working capital and start up cash provided to the Office, equity injections for fixed asset acquisitions that are funded by the Cayman Islands Government and contributed goods and services provided by Cayman Islands Government entities to the Office less any surpluses repayable.

***Foreign Exchange***

Monetary assets and liabilities denominated in foreign currencies are translated into Cayman Islands dollars at the exchange rate prevailing on the statement of financial position date.

Revenue and expense items denominated in foreign currencies are translated in Cayman Islands dollars at the exchange rate prevailing on the transaction date. Gains and losses on translation are included in the statement of financial performance.

**OFFICE OF THE AUDITOR GENERAL**  
**Notes to the Forecast Financial Statements**  
**FOR YEAR ENDED 30 JUNE 2014**  
**(Expressed in Cayman Islands dollars)**

**NOTE 1: CASH AND CASH EQUIVALENTS**

|                                        | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Bank accounts                          | <b>351</b>                          | <b>365</b>                               | <b>1,206</b>                        |
| <b>Total Cash and Cash Equivalents</b> | <b>351</b>                          | <b>365</b>                               | <b>1,206</b>                        |

**NOTE 2: ACCOUNTS RECEIVABLE & WORK IN PROGRESS**

|                                                                   | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Audit Services to PAC (accounts receivable)                       | <b>40</b>                           | <b>187</b>                               | <b>-</b>                            |
| Audit Services to PAC (work in progress)                          | <b>45</b>                           | <b>36</b>                                | <b>38</b>                           |
| Audit Services to other government agencies (accounts receivable) | <b>215</b>                          | <b>310</b>                               | <b>205</b>                          |
| Audit Services to other government agencies (work in progress)    | <b>125</b>                          | <b>116</b>                               | <b>242</b>                          |
| <b>Total Gross</b>                                                | <b>425</b>                          | <b>649</b>                               | <b>485</b>                          |
| Less provision for doubtful debts                                 | <b>-</b>                            | <b>-</b>                                 | <b>-</b>                            |
| <b>Total Net</b>                                                  | <b>425</b>                          | <b>649</b>                               | <b>485</b>                          |

**Aging Analysis of Accounts Receivable & Work in Progress**

|                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------|---------------------------|--------------------------------|---------------------------|
| <b>Current</b>            | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Current (WIP)             | <b>170</b>                | <b>152</b>                     | <b>280</b>                |
| Past due 1-30 days        | <b>170</b>                | <b>110</b>                     | <b>91</b>                 |
| Past due 31-60 days       | <b>85</b>                 | <b>95</b>                      | <b>38</b>                 |
| Past due 61-90 days       | <b>-</b>                  | <b>63</b>                      | <b>42</b>                 |
| Past due 90-180 days      | <b>-</b>                  | <b>149</b>                     | <b>34</b>                 |
| Past due 181-365 days     | <b>-</b>                  | <b>80</b>                      | <b>-</b>                  |
| <b>Non-Current</b>        |                           |                                |                           |
| Past due 1 year and above | <b>-</b>                  | <b>-</b>                       | <b>-</b>                  |
| <b>Total</b>              | <b>425</b>                | <b>649</b>                     | <b>485</b>                |



**OFFICE OF THE AUDITOR GENERAL**  
**Notes to the Forecast Financial Statements**  
**FOR YEAR ENDED 30 JUNE 2014**  
**(Expressed in Cayman Islands dollars)**

**NOTE 3: PROPERTY, PLANT AND EQUIPMENT**

|                                             | <b>Furniture<br/>&amp; Fittings<br/>\$000</b> | <b>Office<br/>Equipment<br/>\$000</b> | <b>Computer<br/>Equipment<br/>\$000</b> | <b>Leasehold<br/>Improvements<br/>\$000</b> | <b>Estimated<br/>Actual Total<br/>\$000</b> |
|---------------------------------------------|-----------------------------------------------|---------------------------------------|-----------------------------------------|---------------------------------------------|---------------------------------------------|
| <u>Cost</u>                                 |                                               |                                       |                                         |                                             |                                             |
| At July 1, 2012                             | 66                                            | 28                                    | 29                                      | 4                                           | 127                                         |
| Additions                                   | -                                             | -                                     | -                                       | -                                           | -                                           |
| Disposals                                   | -                                             | -                                     | -                                       | -                                           | -                                           |
| At June 30, 2013                            | 66                                            | 28                                    | 29                                      | 4                                           | 127                                         |
| <u>Accumulated<br/>Depreciation</u>         |                                               |                                       |                                         |                                             |                                             |
| At July 1, 2012                             | 46                                            | 23                                    | 20                                      | 1                                           | 90                                          |
| Accumulated<br>depreciation on<br>disposals | -                                             | -                                     | -                                       | -                                           | -                                           |
| Depreciation<br>charge for the<br>year      | 5                                             | 3                                     | 5                                       | 1                                           | 14                                          |
| At June 30, 2013                            | 51                                            | 26                                    | 25                                      | 2                                           | 104                                         |
| Net Book Value<br>at June 30, 2013          | 15                                            | 2                                     | 4                                       | 2                                           | 23                                          |

|                                             | <b>Furniture<br/>&amp; Fittings<br/>\$000</b> | <b>Office<br/>Equipment<br/>\$000</b> | <b>Computer<br/>Equipment<br/>\$000</b> | <b>Leasehold<br/>Improvements<br/>\$000</b> | <b>Budget<br/>Total<br/>\$000</b> |
|---------------------------------------------|-----------------------------------------------|---------------------------------------|-----------------------------------------|---------------------------------------------|-----------------------------------|
| <u>Cost</u>                                 |                                               |                                       |                                         |                                             |                                   |
| At July 1, 2013                             | 66                                            | 28                                    | 29                                      | 4                                           | 127                               |
| Additions                                   | 40                                            | 5                                     | 25                                      | -                                           | 70                                |
| Disposals                                   | (47)                                          | (10)                                  | (12)                                    | -                                           | (69)                              |
| At June 30, 2014                            | 59                                            | 23                                    | 42                                      | 4                                           | 128                               |
| <u>Accumulated<br/>Depreciation</u>         |                                               |                                       |                                         |                                             |                                   |
| At July 1, 2013                             | 51                                            | 26                                    | 25                                      | 2                                           | 104                               |
| Accumulated<br>depreciation on<br>disposals | (47)                                          | (10)                                  | (12)                                    | -                                           | (69)                              |

|                                  |    |    |    |   |    |
|----------------------------------|----|----|----|---|----|
| Depreciation charge for the year | 5  | 2  | 6  | 2 | 15 |
| At June 30, 2014                 | 9  | 18 | 19 | 4 | 50 |
| Net Book Value at June 30, 2014  | 50 | 5  | 23 | - | 78 |

**OFFICE OF THE AUDITOR GENERAL**  
**Notes to the Forecast Financial Statements**  
**FOR YEAR ENDED 30 JUNE 2014**  
**(Expressed in Cayman Islands dollars)**

**NOTE 4: ACCOUNTS PAYABLE & SURPLUS PAYABLE**

|                 | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|-----------------|---------------------------|--------------------------------|---------------------------|
|                 | \$000                     | \$000                          | \$000                     |
| Trade Creditors | 82                        | 6                              | 49                        |
| Accruals        | 14                        | 14                             | 18                        |
| Surplus Payable | 415                       | 619                            | 1,267                     |
| <b>Total</b>    | <b>511</b>                | <b>639</b>                     | <b>1,334</b>              |

**NOTE 5: EMPLOYEE ENTITLEMENTS (CURRENT)**

|                                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                    | \$000                     | \$000                          | \$000                     |
| Annual Leave                       | 60                        | 91                             | 67                        |
| Time off in Lieu                   | 15                        | 23                             | 42                        |
| <b>Total Employee Entitlements</b> | <b>75</b>                 | <b>114</b>                     | <b>109</b>                |

**NOTE 6: CONTRIBUTED CAPITAL**

Contributed capital relates to initial working capital and start up cash provided to the Office, equity injections for fixed asset acquisitions that are funded by the Cayman Islands Government and contributed goods and services provided by Cayman Islands Government entities to the Office less any surpluses repayable.

|                                        | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Opening Net Assets/Equity 2004/05      | 103                                 | 103                                      | 103                                 |
| Equity Injections                      | 404                                 | 404                                      | 404                                 |
| Contributed Goods & Services (2010/11) | 181                                 | 181                                      | 181                                 |
| Repayment of Surpluses                 | (1,682)                             | (1,409)                                  | (1,267)                             |
| Total Contributed Capital              | <u>(994)</u>                        | <u>(721)</u>                             | <u>(579)</u>                        |

**OFFICE OF THE AUDITOR GENERAL**  
**Notes to the Forecast Financial Statements**  
**FOR YEAR ENDED 30 JUNE 2014**  
**(Expressed in Cayman Islands dollars)**

**NOTE 7: PERSONNEL COSTS**

|                                                                    | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Salaries and allowances (including employee pension contributions) | 1,462                               | 1,406                                    | 1,475                               |
| Health insurance                                                   | 208                                 | 198                                      | 184                                 |
| Employer pension expense                                           | 79                                  | 77                                       | 79                                  |
| Other personnel costs                                              | 29                                  | 2                                        | 7                                   |
| <b>Total Personnel Costs</b>                                       | <b>1,778</b>                        | <b>1,683</b>                             | <b>1,745</b>                        |

**NOTE 8: OPERATING EXPENSES**

|                                       | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|---------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Professional Fees <sup>1</sup>        | 222                                 | 85                                       | 238                                 |
| Operating lease rentals               | 129                                 | 128                                      | 125                                 |
| Other goods & services                | 27                                  | 18                                       | 20                                  |
| Legal Fees                            | 50                                  | 54                                       | 1                                   |
| Utilities                             | 27                                  | 25                                       | 19                                  |
| Travel & subsistence                  | 23                                  | 16                                       | 18                                  |
| Software licensing fees               | 22                                  | 12                                       | 19                                  |
| Training                              | 22                                  | 18                                       | 12                                  |
| Audit Fees                            | 14                                  | 15                                       | 18                                  |
| Janitorial services                   | 13                                  | 10                                       | 10                                  |
| Computer hardware maintenance         | 4                                   | 4                                        | 2                                   |
| Insurance                             | 4                                   | 4                                        | 2                                   |
| <b>Total Supplies and Consumables</b> | <b>557</b>                          | <b>389</b>                               | <b>484</b>                          |

1. Professional fees include payments made to consultants for performance and IT audits and for professional dues.

**OFFICE OF THE AUDITOR GENERAL**  
**Notes to the Forecast Financial Statements**  
**FOR YEAR ENDED 30 JUNE 2014**  
**(Expressed in Cayman Islands dollars)**

**NOTE 9: RECONCILIATION OF OPERATING SURPLUS TO CASH FLOWS FROM OPERATING ACTIVITIES**

|                                            | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Operating surplus                          | 273                                 | 142                                      | 477                                 |
| <b>Non-cash movements</b>                  |                                     |                                          |                                     |
| Depreciation                               | 15                                  | 14                                       | 22                                  |
| Increase / (Decrease) in payables/accruals | 37                                  | (41)                                     | 53                                  |
| (Increase) / Decrease in receivables       | 224                                 | (165)                                    | 233                                 |
| (Increase) / Decrease in prepayments       | (16)                                | (1)                                      | 2                                   |
| Net cash flows from operating activities   | <u>533</u>                          | <u>(51)</u>                              | <u>787</u>                          |

**NOTE 10: COMMITMENTS**

The Office has a non-cancellable accommodation lease with Anderson Square Development Company Ltd., which ends at the 30 June 2014. It is anticipated the Office will be leasing new space in the coming years as an increase in office space is needed.

**NOTE 11: CONTINGENT LIABILITIES**

As at the 30 June 2014 there are no forecasted quantifiable and non-quantifiable contingent liabilities (30 June 2013: no contingent liabilities) and therefore no contingent liabilities have been provided for in these forecasted financial statements.

**NOTE 12: RELATED PARTY TRANSACTIONS**

There is to be no inter-agency charges for goods and services (human resource services, financial support services, legal services, computer hardware & systems support services, and software licensing fees) provided amongst the various core government entities, except for the audit fees that we bill. The Office is unable to make an estimate of the fair value of these contributed goods and services received for both 2013/14 and 2012/13.

**Key Management Personnel**

We are budgeting for four personnel at the senior management level (2013: four). Their total remuneration includes: regular salary, pension contributions, health insurance contributions, acting & duty allowances, and motor car upkeep. Total remuneration budgeted for senior management in 2013/14 is forecasted to be \$515k (2012/13: \$517k). There are no budgeted loans to be made to key management personnel or their close family members in 2013/14 (2012/13: \$0).

**OFFICE OF THE AUDITOR GENERAL**  
**Notes to the Forecast Financial Statements**  
**FOR THE YEAR ENDED 30 JUNE 2014**  
**(Expressed in Cayman Islands Dollars)**

**NOTE 13: FINANCIAL RISK MANAGEMENT**

The Office is exposed to a variety of financial risks including credit risk and liquidity risk. The Office's risk management policies are designed to identify and manage these risks, to set appropriate risk limits and controls, and to monitor the risks and adhere to limits by means of up to date and reliable information systems. These risks are managed within the parameters established by the Financial Regulations (2010 Revision).

Credit Risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Office. Financial assets which potentially expose the Office to credit risk comprise cash and cash equivalents and accounts receivable.

The Office is exposed to potential loss that would be incurred if the counterparty to the bank balances fail to discharge its obligation to repay. All bank balances are with one financial institution located in the Cayman Islands which management considers to be financially secure and well managed.

The Office is also exposed to a significant concentration of credit risk in relation to accounts receivables, all of which are due from other Government entities. No credit limits have been established. Forecasted as at 30 June 2014 and 2013, no provision for doubtful debts will be made as none of these assets are anticipated to be impaired and management considers these debts to be recoverable in full. Notwithstanding the concentration risk in relation to accounts receivables, management does not consider the Office to be exposed to significant credit risk as all of the counterparties are Government entities in which the Office has had no past experience of any significant default or loss.

The carrying amount of financial assets recorded in the forecasted financial statements represents the Office's maximum exposure to credit risk. No collateral is required from debtors.

Liquidity Risk

Liquidity risk is the risk that the Office is unable to meet its payment obligations associated with its financial liabilities when they are due.

The ability of the Office to meet its debts and obligations is dependent upon its ability to collect the debts outstanding to the Office in a timely basis. Management manages liquidity risk through monitoring cash flows from debtors, maximizing days credit taken from suppliers if needed, and if the circumstances required it to obtain funding from Government to temporarily fund any shortfalls the Office would have with its own cash flows. Forecasted as at 30 June 2014 and 2013, all of the financial liabilities are anticipated to be due within three months of the year end dates.

#### **NOTE 14: FINANCIAL INSTRUMENTS – FAIR VALUES**

As at 30 June 2014 and 2013, the forecasted carrying value of cash and cash equivalents, accounts receivable, work in progress, accounts payable and employee entitlements approximate their fair values due to their relative short-term maturities.

Fair values estimates are made at a specific point in time, based on market conditions and the information about the financial instrument. These estimates are subjective in nature and involve uncertainties and matters of significant judgment and therefore cannot be determined with precision. Changes in assumptions, economic conditions and other factors could cause significant changes in fair value estimates.

# ANNUAL BUDGET STATEMENT

## OFFICE OF THE COMPLAINTS COMMISSIONER

FOR THE FINANCIAL YEAR  
ENDING 30 JUNE 2014

PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)



## CONTENT

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT FROM THE CHAIRMAN OF THE OVERSIGHT COMMITTEE

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the Draft Annual Plan and Estimates includes the various measures I wish to enforce during the 2013/14 financial year.

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**Mr. Michael Austin**

**Chairman of the Oversight Committee**

Office of the Complaint's Commissioner

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as of this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Ms. Nicola Williams**

**Commissioner**

Office of the Complaint's Commissioner

October 4 2013

## **PART A**

# **OWNERSHIP PERFORMANCE**

## 1. NATURE AND SCOPE OF ACTIVITIES

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### GENERAL NATURE OF ACTIVITIES

The Office of the Complaints Commissioner is responsible for undertaking the investigatory functions in respect of complaints against all government entities as set out in the Complaints Commissioner Law (2006) Revision.

#### Scope of Activities

- Receiving written complaints from the public and deciding whether they should be investigated;
- Investigating written complaints from the public and reporting to the complainant and government entity on the results of the investigation;
- Making recommendations for actions to be taken where injustice has occurred as a result of maladministration, monitoring compliance with those recommendations;
- Where no adequate action is taken, preparing a special report to the Legislative Assembly in accordance with S.18(3) of the Complaints Commissioners Law;
- Referring to the relevant person or body for their action any evidence of breach of duty, misconduct or criminal offence;
- Ascertain the inequitable or unreasonable nature or operation of any enactment or rule of law; and
- Reporting annually to the Legislative Assembly on the performance of the Office of the Complaints Commissioner's functions.
- Conducting Investigations of the Commissioner's Own Motion (OMI's) on matters of special importance in the public interest in accordance with S.11 of the Complaints Commissioners Law.
- Continuous monitoring of the effectiveness of the Internal Complaints Process established by the OCC throughout the civil and public service by means of quarterly reporting and the Annually Meeting / Seminar
- Educating and raising awareness of the role and function of the Office of the Complaints Commissioner, both amongst government entities and with the general public.

#### Customers and Location of Activities

The Office of the Complaints Commissioner Oversight Committee of the Legislative Assembly is the customer.

The recipients of the services are the general public of the Cayman Islands

## SCOPE OF ACTIVITIES

The key strategic ownership goals for the Office of the Complaints Commissioner in 2012/13 and the subsequent two years are as follows:

- Provide first-class training to the Office of the Complaints Commissioner staff, particularly with reference to preparation for the Human Rights Legislation.
- Improve presence on the internet for informational purposes and to register complaints on line;
- Provide reports to the media on the work of the Office of the Complaints Commissioner;
- Increase public awareness education and outreach through media interviews, advertising social media;
- Monitoring and reviewing the implementation of the internal complaints procedure to increase civil and public servants knowledge of the role and mandate of the Office of the Complaints Commissioner;
- Enhance the international visibility of the Office of the Complaints Commissioner's; and
- Participate on the Anti-Corruption Commission.

## 2. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Office of the Complaints Commissioner for the 2013/14 financial year are as follows:

### Financial Performance

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 739,678                 | 694,635                 |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies |                         |                         |
| Revenue from others                                                                 |                         | 51                      |
| Surplus/deficit from outputs                                                        |                         |                         |
| Ownership expenses                                                                  | 739,678                 | 614,805                 |
| <b>Operating Surplus/Deficit</b>                                                    |                         | 79,881                  |
|                                                                                     |                         |                         |
| Net Worth                                                                           | 161,903                 | 137,000                 |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | 5,318                   | 74,596                  |
| Cash flows from investing activities                                                | (25,000)                | -                       |
| Cash flows from financing activities                                                | 25,000                  | -                       |
| Change in cash balances                                                             | 5,318                   | 74,596                  |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) | 1.14                   | 1.13                   |
| Total Assets: Total Liabilities                       | 1.16                   | 1.14                   |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                          |  | 2013/14<br>Budget | 2012/13<br>Actual |
|-----------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                       |  | 6                 | 5                 |
| Staff turnover (%)                                              |  |                   |                   |
| Managers                                                        |  |                   |                   |
| Professional and technical staff                                |  | 1                 | 1                 |
| Clerical and labourer staff                                     |  |                   |                   |
| Average length of service (number of years in current position) |  |                   |                   |
| Managers                                                        |  | 3                 | 3                 |
| Professional and technical staff                                |  | 1                 | 1                 |
| Clerical and labourer staff                                     |  | 5                 | 5                 |
| Changes to personnel management system:                         |  |                   |                   |

| Physical Capital Measures                          | 2013/14<br>Budget | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| Value of total assets                              | \$1,156,000       | \$1,125,000       |
| Asset replacements: total assets                   | .06%              | -%                |
| Book value of assets: initial cost of those assets | .50%              | .22%              |
| Depreciation: cash flow on asset purchases         | .18%              | -%                |
| Changes to asset management policies               |                   |                   |

| Major <u>New</u> Entity Capital Expenditures for the Year | 2013/14<br>Budget<br>\$ |
|-----------------------------------------------------------|-------------------------|
| Purchase of office equipment                              | 25,000                  |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |

| Major Entity Capital Expenditure Commenced but not completed in previous years | Anticipated Project Status at<br>1 <sup>st</sup> July 2013 |
|--------------------------------------------------------------------------------|------------------------------------------------------------|
|                                                                                |                                                            |
|                                                                                |                                                            |
|                                                                                |                                                            |
|                                                                                |                                                            |

## RISK MANAGEMENT

| KEY RISKS FACED BY<br>MINISTRY/PORTFOLIO | CHANGED IN STATUS<br>FROM 2012/13 | ACTIONS TO MANAGE RISK | FINANCIAL<br>VALUE OF RISK |
|------------------------------------------|-----------------------------------|------------------------|----------------------------|
|                                          |                                   |                        |                            |
|                                          |                                   |                        |                            |
|                                          |                                   |                        |                            |
|                                          |                                   |                        |                            |
|                                          |                                   |                        |                            |
|                                          |                                   |                        |                            |
|                                          |                                   |                        |                            |

### 3. EQUITY INVESTMENT AND WITHDRAWALS

| EQUITY MOVEMENT                                                               | 2013/14<br>BUDGET<br>\$ 000's | 2012/13<br>Actual<br>\$ 000's |
|-------------------------------------------------------------------------------|-------------------------------|-------------------------------|
| EQUITY INVESTMENT FROM CABINET INTO THE OFFICE OF THE AUDITOR GENERAL         |                               |                               |
| CAPITAL (EQUITY) WITHDRAWAL BY CABINET FROM THE OFFICE OF THE AUDITOR GENERAL |                               |                               |



## **PART B**

# **OUTPUT PERFORMANCE**

#### 4. OUTUTS TO BE DELIVERED

| OCC 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Investigation of Written Complaints or Public Interests | \$514,728                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <b>Description</b><br>Investigations of written complaints includes: <ul style="list-style-type: none"> <li>• Enquiries, advice and guidance to the public that do not result in a formal investigation</li> <li>• 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</li> <li>• Undertake public interest investigations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                         |                                                                                                                                  |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>• Number of enguiries, Complaints referred to Internal Complaints Processes (ICP's), and ICP's Monitored</li> <li>• Number of written complaints</li> <li>• Number of public interest investigations/reports</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>• All enquiries to be investigated by suitably qualified and trained staff</li> <li>• All reports to be signed off by the Complaints Commissioner or Acting Commissioner</li> <li>• All complaints investigated in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>• All enquiries to be answered within five working days</li> <li>• Decision to investigate complaint and if accepted, commencement of investigation of complaint within one month</li> <li>• All investigations to be completed within four months of the investigation being commenced</li> <li>• All reports/public interest investigations to be completed within five months of request</li> </ul> <b>Location</b><br>Cayman Islands |                                                         | <b>2013/14 Budget</b><br><br>200-350<br>30-60<br>1-3<br><br>100%<br>100%<br>100%<br><br>90-100%<br>95-100%<br>80-100%<br>80-100% |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                         | <b>2012/13 Actual</b><br><br>29<br>99<br>1<br><br>100%<br>100%<br>100%<br><br>90-100%<br>95-100%<br>80-100%<br>80-100%           |
| <b>Related Broad Outcome:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                         |                                                                                                                                  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------|
| OCC 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Monitor the Implementation of the Commissioner's Recommendations | \$136,739                     |
| Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                  |                               |
| <ul style="list-style-type: none"><li>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</li><li>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.</li></ul>                                                                                               |                                                                  |                               |
| Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2013/14 Budget                                                   | 2012/13 Actual                |
| Quantity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                  |                               |
| <ul style="list-style-type: none"><li>Number of recommendations to be monitored</li><li>Number of special reports delivered to the Clerk of the Financial Oversight Committee of the Office of the Complaints Commissioner</li></ul>                                                                                                                                                                                                                                                         | 20-50<br>2-4                                                     | 30<br>1                       |
| Quality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                  |                               |
| <ul style="list-style-type: none"><li>All monitoring carried out by suitably qualified and trained staff</li><li>All reports to be signed off by the Complaints Commissioner or the Acting Commissioner</li><li>All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision</li></ul>                                                                                                                                      | 80-100%<br>80-100%<br>80-100%                                    | 80-100%<br>80-100%<br>80-100% |
| Timeliness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |                               |
| <ul style="list-style-type: none"><li>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</li><li>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</li></ul> | 80-100%<br>80-100%                                               | 80-100%<br>80-100%            |
| Location                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                  |                               |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                  |                               |
| Cost                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | \$136,739                                                        | \$173,753                     |
| Related Broad Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                  |                               |
| Strengthening our Infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                  |                               |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>OCC 3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Policy Advice</b>      | <b>\$11,375</b>           |
| <b>Description</b><br>Provision of policy advice on matters within the scope of activities of the Office of the Complaints Commissioner.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |                           |
| <b>Measures</b><br><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of meetings attended to provide strategic advice</li> <li>Number of reports including statistical information</li> <li>Number of Anti-Corruption Law task force meeting attended</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>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.</li> <li>All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports</li> <li>All reports will be prepared with due professional care and will define issues clearly and succinctly as directed by the Commissioner</li> <li>Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff</li> </ul> <b>Timeliness</b> <ul style="list-style-type: none"> <li>Attendance at meetings by the Commissioner or delegate within the agreed time frame when meetings are called</li> <li>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</li> <li>Reports processed in accordance with the guidelines and within the time frames established by the Chairman of the Oversight Committee and the Commissioner</li> </ul> <b>Location</b><br>Cayman Islands | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Actual</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1-4                       | 12                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1-4                       | 3                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1--5                      | 3                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                      | 100%                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 95-100%                   | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 95-100%                   | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 95-100%                   | 95-100%                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 100%                      | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$11,375</b>           | <b>\$9,369</b>            |
| <b>Related Broad Outcome:</b><br>Strengthening our infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  |                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------|
| <b>OCC 5</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Public Education Outreach</b> | <b>\$76,835</b>           |
| <b>Description</b><br>Public Education Outreach program to establish the presence of the Office of the Complaints Commissioner (OCC) including: <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Media appearances/newsletters update of small claims book.</li> </ul> |                                  |                           |
| <b>Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2013/14<br/>Budget</b>        | <b>2012/13<br/>Actual</b> |
| <b>Quantity</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  |                           |
| • Number of events attended                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 10-12                            | 10                        |
| • Number of Public meetings spoken at                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 1-5                              | 9                         |
| • Number of media appearances and updates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 10-15                            | 10                        |
| <b>Quality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |                           |
| • All material presented will be in compliance with the OCC Law                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 80-100%                          | 80-100%                   |
| • All meetings will be informative and contribute to public discussion on the work of the OCC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 80-100%                          | 80-100%                   |
| • All material to be approved by the Commissioner prior to release.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 80-100%                          | 80-110%                   |
| <b>Timeliness</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                  |                           |
| • All events will be held within a specified period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 80-100%                          | 80-100%                   |
| • Meetings to be held quarterly                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 80-100%                          | 80-100%                   |
| • Appearances and updates to be done twice a year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 80-100%                          | 80-100%                   |
| <b>Location</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  |                           |
| Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100%                             | 100%                      |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>\$76,835</b>                  | <b>\$20,372</b>           |
| <b>Related Broad Outcome:</b><br>Strengthening our infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                  |                           |

## 5. PAYMENT ARRANGEMENTS

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Cabinet will pay the *Office of the Complaints Commissioner* for delivery of the outputs described in section 1.

Payment will be made on the basis of an invoice provided monthly to the *Chairman of the Oversight Committee*. The invoice will contain sufficient evidence of the outputs delivered for the Chairman to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

**The expected amount of each invoice for outputs to be delivered during the year is outlined in the following table.**

**Table 1: Expected Invoice Profile**

| MONTH        | OCC1<br>\$     | OCC2<br>\$     | OCC3<br>\$    | OCC 5<br>\$   |
|--------------|----------------|----------------|---------------|---------------|
| July         | 40,928         | 14,479         | 781           | 1,698         |
| August       | 40,928         | 14,479         | 781           | 1,698         |
| September    | 40,928         | 14,479         | 781           | 1,698         |
| October      | 40,928         | 14,479         | 781           | 1,698         |
| November     | 43,877         | 9,853          | 1,031         | 8,755         |
| December     | 43,877         | 9,853          | 1,031         | 8,755         |
| January      | 43,877         | 9,853          | 1,031         | 8,755         |
| February     | 43,877         | 9,853          | 1,031         | 8,755         |
| March        | 43,877         | 9,853          | 1,031         | 8,755         |
| April        | 43,877         | 9,853          | 1,031         | 8,755         |
| May          | 43,877         | 9,853          | 1,031         | 8,755         |
| June         | 43,877         | 9,852          | 1,034         | 8,758         |
| <b>TOTAL</b> | <b>514,728</b> | <b>136,739</b> | <b>11,375</b> | <b>76,835</b> |



**OFFICE OF THE COMPLAINTS COMMISSIONER**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- c. Comply with generally accepted accounting practice.

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**Ms. Nicola Williams**

**Complaints Commissioner**

Office of the Complaints Commissioner

October 4 2013

Office of the Complaints Commissioner  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 1,061                      | 1,055                           | 980                        |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 62                         | 57                              | 57                         |
| Other receivables                    | 2    |                            |                                 |                            |
| Inventories                          | 3    |                            |                                 |                            |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 7                          | 7                               | 6                          |
| <b>Total Current Assets</b>          |      | <b>1,130</b>               | <b>1,119</b>                    | <b>1,043</b>               |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 3    |                            |                                 |                            |
| Other receivables                    | 3    |                            |                                 |                            |
| Inventories                          | 4    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 26                         | 6                               | 8                          |
| <b>Total Non-Current Assets</b>      |      | <b>26</b>                  | <b>6</b>                        | <b>8</b>                   |
| <b>Total Assets</b>                  |      | <b>1,156</b>               | <b>1,125</b>                    | <b>1,051</b>               |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 7    | 15                         | 11                              | 10                         |
| Other payables and accruals          | 7    | 5                          | 4                               | 6                          |
| Bank overdraft                       | 2    |                            |                                 |                            |
| Unearned revenue                     |      |                            |                                 |                            |
| Employee entitlements                | 8    | 5                          | 4                               | 9                          |
| Repayment of surplus                 |      | 969                        | 969                             | 889                        |
| <b>Total Current Liabilities</b>     |      | <b>994</b>                 | <b>988</b>                      | <b>914</b>                 |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 7    |                            |                                 |                            |
| Other payables and accruals          | 7    |                            |                                 |                            |
| Employee entitlements                | 8    |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |      | <b>-</b>                   | <b>-</b>                        | <b>-</b>                   |
| <b>Total Liabilities</b>             |      | <b>994</b>                 | <b>988</b>                      | <b>914</b>                 |
| <b>Net Assets</b>                    |      | <b>162</b>                 | <b>137</b>                      | <b>-</b>                   |
| <b>NET WORTH</b>                     |      | <b>162</b>                 | <b>137</b>                      | <b>137</b>                 |
| Contributed capital                  |      |                            |                                 |                            |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)     |      |                            |                                 |                            |
| <b>Total Net Worth</b>               |      | <b>162</b>                 | <b>137</b>                      | <b>137</b>                 |



*Office of the Complaints Commissioner*  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                        | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         |      |                            |                                 |                            |
| Sale of goods and services                                             | 9    | 740                        | 695                             | 753                        |
| Investment revenue                                                     | 10   |                            |                                 |                            |
| Donations                                                              | 11   |                            |                                 |                            |
| Other revenue                                                          |      |                            |                                 |                            |
| <b>Total Revenue</b>                                                   |      | <u>740</u>                 | <u>695</u>                      | <u>753</u>                 |
| <b>Expenses</b>                                                        |      |                            |                                 |                            |
| Personnel costs                                                        | 12   | 487                        | 433                             | 423                        |
| Supplies and consumables                                               | 13   | 248                        | 180                             | 195                        |
| Depreciation                                                           | 6    | 5                          | 2                               | 2                          |
| Impairment of property, plant and equipment                            | 6    |                            |                                 |                            |
| Impairment of inventory                                                | 4    |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 14   |                            |                                 |                            |
| Litigation costs                                                       | 15   |                            |                                 |                            |
| Gain/(losses) on foreign exchange transactions                         | 16   |                            |                                 |                            |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 16   |                            |                                 |                            |
| Other expenses                                                         |      |                            |                                 |                            |
| <b>Total Expenses</b>                                                  |      | <u>740</u>                 | <u>615</u>                      | <u>620</u>                 |
| <b>Surplus or (deficit) for the period</b>                             |      | <u>-</u>                   | <u>80</u>                       | <u>133</u>                 |

Office of the Complaints Commissioner  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                                 |                            |
| <b>Receipts</b>                                             |      |                            |                                 |                            |
| Outputs to Cabinet                                          |      | 735                        | 695                             | 767                        |
| Outputs to other government agencies                        |      |                            |                                 |                            |
| Sales and Goods and services – third party                  |      |                            |                                 |                            |
| Interest received                                           |      |                            |                                 |                            |
| Donations / Grants                                          |      |                            |                                 |                            |
| Other receipts                                              |      |                            |                                 |                            |
| <b>Payments</b>                                             |      |                            |                                 |                            |
| Personnel costs                                             |      | (486)                      | (438)                           | (422)                      |
| Supplies and consumables                                    |      | (243)                      | (182)                           | (245)                      |
| Interest paid                                               |      |                            |                                 |                            |
| Other payment                                               |      |                            |                                 |                            |
| <b>Net cash flows from operating activities</b>             |      | <b>6</b>                   | <b>75</b>                       | <b>100</b>                 |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Purchase of property, plant and equipment                   |      | (25)                       | -                               | (3)                        |
| Proceeds from sale of property, plant and equipment         |      |                            |                                 |                            |
| Purchase of investments                                     |      |                            |                                 |                            |
| Proceeds from sale of investments                           |      |                            |                                 |                            |
| Cash advances                                               |      |                            |                                 |                            |
| Cash receipts from repayment of advances                    |      |                            |                                 |                            |
| <b>Net cash flows from investing activities</b>             |      | <b>(25)</b>                | <b>-</b>                        | <b>(3)</b>                 |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Equity investment                                           |      | 25                         | -                               | -                          |
| Repayment of surplus                                        |      |                            |                                 |                            |
| Capital withdrawal                                          |      |                            |                                 |                            |
| <b>Net cash flows from financing activities</b>             |      | <b>25</b>                  | <b>-</b>                        | <b>(3)</b>                 |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>6</b>                   | <b>75</b>                       | <b>97</b>                  |
| Cash and cash equivalents at beginning of period            |      | 1,055                      | 980                             | 883                        |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>1,061</b>               | <b>1,055</b>                    | <b>980</b>                 |

Office of the Complaints Commissioner  
**STATEMENT OF CHANGES IN NET WORTH  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                | Contributed<br>Capital | Reserves | Revaluation<br>Reserve | Accumulated<br>Surplus/<br>(deficits) | Total |
|----------------------------------------------------------------|------------------------|----------|------------------------|---------------------------------------|-------|
| <b>Balance at 30 June 2012</b>                                 | 137                    |          |                        |                                       | 137   |
| Changes in accounting policy                                   |                        |          |                        |                                       |       |
| Prior Year Adjustments                                         |                        |          |                        |                                       |       |
| <b>Restated balance</b>                                        | 137                    |          |                        |                                       | 137   |
| <b>Changes in net worth for 2012/13</b>                        |                        |          |                        |                                       |       |
| Gain/(loss) on property revaluation                            |                        |          |                        |                                       |       |
| Gain/(loss) on revaluation of investments                      |                        |          |                        |                                       |       |
| Exchange differences on translating foreign operations         |                        |          |                        |                                       |       |
| Equity Investment from Cabinet                                 | -                      |          |                        |                                       |       |
| Capital withdrawals by Cabinet                                 |                        |          |                        |                                       |       |
| Repayment of surplus to Cabinet                                |                        |          |                        |                                       |       |
| <b>Net revenue / expenses recognised directly in net worth</b> |                        |          |                        |                                       |       |
| Surplus/(deficit)for the period 2012/13                        |                        |          |                        | 80                                    | 80    |
| Repayment of surplus to Cabinet                                |                        |          |                        | (80)                                  | (80)  |
| <b>Total recognised revenues and expenses for the period</b>   |                        |          |                        |                                       |       |
|                                                                |                        |          |                        |                                       | 137   |
| <b>Balance at 30 June 2013 carried forward</b>                 | 137                    |          |                        | -                                     | 137   |
|                                                                |                        |          |                        |                                       |       |
|                                                                |                        |          |                        |                                       |       |
| <b>Balance at 30 June 2013 brought forward</b>                 | 137                    |          |                        |                                       | 137   |
| <b>Changes in net worth for 2013/14</b>                        |                        |          |                        |                                       |       |
| Changes in accounting policy                                   |                        |          |                        |                                       |       |
| Prior Year Adjustments                                         |                        |          |                        |                                       |       |
| <b>Restated balance</b>                                        | 137                    |          |                        |                                       | 137   |
| <b>Changes in net worth for 2013/14</b>                        |                        |          |                        |                                       |       |
| Gain/(loss) on property revaluation                            |                        |          |                        |                                       |       |
| Gain/(loss) on revaluation of investments                      |                        |          |                        |                                       |       |
| Exchange differences on translating foreign operations         |                        |          |                        |                                       |       |
| Equity Investment from Cabinet                                 | 25                     |          |                        |                                       | 25    |
| Capital withdrawals by Cabinet                                 |                        |          |                        |                                       |       |
| Repayment of surplus/Dividends to Cabinet                      |                        |          |                        |                                       |       |
| <b>Net revenue / expenses recognised directly in net worth</b> |                        |          |                        |                                       |       |
| Surplus/(deficit)for the period 2013/14                        |                        |          |                        |                                       |       |
| <b>Total recognised revenues and expenses for the period</b>   |                        |          |                        |                                       |       |
|                                                                |                        |          |                        |                                       |       |
| <b>Balance at 30 June 2014</b>                                 | 162                    |          |                        | -                                     | 162   |

*Office of the Complaints Commissioner*  
**STATEMENT OF ACCOUNTING POLICIES**

*Office of the Complaints Commissioner*  
General Accounting Policies

Reporting entity

These forecast financial statements are for the *Cabinet Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2014.

Specific Accounting Policies

Revenue

*Output revenue*

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

*Interest revenue*

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

Expenses

*General*

Expenses are recognised when incurred.

*Depreciation*

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

## Assets

### *Cash and cash equivalents*

Cash and cash equivalents include cash held in the Office of the Complaints Commissioner bank account and on deposit with the Ministry of Finance, Economics and Development (Treasury).

### *Receivables and advances*

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

### *Inventory*

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

### *Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

### *Computer Hardware and Software*

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

## Liabilities

### *Accounts Payable*

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

### *Provisions*

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

### *Employee entitlements*

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

**NOTE 1. CASH AND CASH EQUIVALENTS**

|                                                               | Foreign<br>Currency<br>\$000 | Exchange<br>Rate<br>\$000 | 2013/14<br>Budget |
|---------------------------------------------------------------|------------------------------|---------------------------|-------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           |                              |                           |                   |
| Cash in transit (IRIS Remittance Account)                     | 1,034                        | 1.0000                    | 1,034             |
| CI\$ Operational Current Account held at Royal Bank of Canada | 26                           | 1.000                     | 26                |
| US\$ Operational Current Account held at Royal Bank of Canada |                              |                           |                   |
| Payroll Current Account held at Royal Bank of Canada          |                              |                           |                   |
| Bank accounts held at other financial Institutions            |                              |                           |                   |
| <u>[DISCLOSE ACCOUNT]</u>                                     |                              |                           |                   |
| Fixed Deposits held with Treasury (less than 90 days)         |                              |                           |                   |
| <b>Total Cash and Cash Equivalents</b>                        |                              |                           | <b>1,060</b>      |

**NOTE 2. TRADE AND OTHER RECEIVABLES****TRADE RECEIVABLES**

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Sale of goods and services                |                            |                                 |                            |
| Outputs to Cabinet                        | 62                         | 57                              | 57                         |
| Outputs to other government agencies      |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total trade receivables</b>            | <b>62</b>                  | <b>57</b>                       | <b>57</b>                  |

**OTHER RECEIVABLES**

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Advances (salary, official travel, etc)   |                            |                                 |                            |
| Dishonoured cheques                       |                            |                                 |                            |
| Interest receivable                       |                            |                                 |                            |
| Other                                     |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total other receivables</b>            |                            |                                 |                            |

|                           | Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget |
|---------------------------|----------------------|----------------------|-------------------|
| <b>Current</b>            |                      |                      |                   |
| Past due 1-30 days        | 62                   | -                    | 62                |
| Past due 31-60 days       |                      |                      |                   |
| Past due 61-90 days       |                      |                      |                   |
| Past due 90 and above     |                      |                      |                   |
| <b>Non-Current</b>        |                      |                      |                   |
| Past due 1 year and above |                      |                      |                   |
| <b>Total</b>              | <b>62</b>            | <b>-</b>             | <b>62</b>         |

Changes in the provision of doubtful debts:

| Description                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------|-------------------|------------------------|-------------------|
| Balance at 1 July, 2012                    |                   |                        |                   |
| Additional provisions made during the year |                   |                        |                   |
| Receivables written off during the period  |                   |                        |                   |
| Balance at 30 June, 2013                   |                   |                        |                   |

### NOTE 3. INVENTORIES

|                                                               | Current | Non-<br>Current | 2013/14<br>Budget |
|---------------------------------------------------------------|---------|-----------------|-------------------|
| Inventory held for use in the provision of goods and services |         |                 |                   |
| Inventory held for sale                                       |         |                 |                   |
| Impairment of Inventory                                       |         |                 |                   |
| <b>Total Inventories</b>                                      |         |                 |                   |

### NOTE 4. INVESTMENTS

| Investments                                                   | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|---------------------------------------------------------------|-------------------|---------------------------|-------------------|
| Description                                                   |                   |                           |                   |
| <b>Total Investments at the lower of cost or Market value</b> |                   |                           |                   |

### NOTE 5. PREPAYMENTS

| Description         | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|---------------------|-------------------|---------------------------|-------------------|
| Accrued Prepayments | 7                 | 7                         | 6                 |
| <b>Total</b>        | <b>7</b>          | <b>7</b>                  | <b>6</b>          |



## NOTE 6. PROPERTY, PLANT AND EQUIPMENT

|                                        | 2014              |                                       |                                                  |                              |                          |                |
|----------------------------------------|-------------------|---------------------------------------|--------------------------------------------------|------------------------------|--------------------------|----------------|
|                                        | Vehicles<br>\$000 | Furniture<br>and<br>fittings<br>\$000 | Computer<br>hardware<br>and<br>software<br>\$000 | Office<br>equipment<br>\$000 | Other<br>Assets<br>\$000 | Total<br>\$000 |
| <u>Cost</u>                            |                   |                                       |                                                  |                              |                          |                |
| At July 1, 2013                        | -                 | 12                                    | 31                                               | 14                           | -                        | 57             |
| Additions                              | -                 | -                                     | -                                                | 25-                          | -                        | 25             |
| At June 30, 2013                       | -                 | 12                                    | 31                                               | 39                           | -                        | 82             |
| <u>Accumulated depreciation</u>        |                   |                                       |                                                  |                              |                          |                |
| At July 1, 2013                        | -                 | 7                                     | 30                                               | 14                           | -                        | 51             |
| Depreciation charge for the year       | -                 | 1                                     | 1                                                | 3                            | -                        | 5              |
| At June 30, 2014                       | -                 | 8                                     | 31                                               | 17                           | -                        | 56             |
| <b>Net book value at June 30, 2014</b> | -                 | 4                                     | -                                                | 22-                          | -                        | 26             |
|                                        |                   |                                       |                                                  |                              |                          |                |
|                                        | 2013              |                                       |                                                  |                              |                          |                |
|                                        | Vehicles<br>\$000 | Furniture<br>and<br>fittings<br>\$000 | Computer<br>hardware<br>and<br>software<br>\$000 | Office<br>equipment<br>\$000 | Other<br>Assets<br>\$000 | Total<br>\$000 |
| <u>Cost</u>                            |                   |                                       |                                                  |                              |                          |                |
| At July 1, 2013                        | -                 | 12                                    | 28                                               | 14                           | -                        | 57             |
| Additions                              | -                 | -                                     | 3                                                | -                            | -                        | 3              |
| At July 1, 2013                        | -                 | 12                                    | 31                                               | 14                           | -                        | 57             |
| <u>Accumulated depreciation</u>        |                   |                                       |                                                  |                              |                          |                |
| At July 1, 2012                        | -                 | 6                                     | 29                                               | 14                           | -                        | 49             |
| Depreciation charge for the year       | -                 | 1                                     | 1                                                | -                            | -                        | 2              |
| At June 30, 2013                       | -                 | 7                                     | 30                                               | 14                           | -                        | 51             |
| <b>Net book value at June 30, 2013</b> | -                 | 5                                     | 1                                                | -                            | -                        | 6              |

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

|                                                          | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Creditors                                                | 15                         | 11                              | 10                         |
| Creditors Ministries/Portfolios                          | 5                          | 4                               | 6                          |
| Accrued Expenses                                         |                            |                                 |                            |
| Payroll Deductions                                       |                            |                                 |                            |
| <b>Total trade payables, other payables and accruals</b> | <b>20</b>                  | <b>15</b>                       | <b>16</b>                  |

**NOTE 8. EMPLOYEE ENTITLEMENTS**

|                                                                     | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                                        |                            |                                 |                            |
| Retirement and long service leave                                   | 5                          | 4                               | 9                          |
| Accrued salaries                                                    |                            |                                 |                            |
| Travel                                                              |                            |                                 |                            |
| <b>Total current portion</b>                                        | <b>5</b>                   | <b>4</b>                        | <b>9</b>                   |
| <b><i>Non-current employee entitlements are represented by:</i></b> |                            |                                 |                            |
| Retirement and long term service leave                              |                            |                                 |                            |
| <b>Total employee entitlements</b>                                  | <b>5</b>                   | <b>4</b>                        | <b>9</b>                   |

**NOTE 9a. SALES OF GOODS AND SERVICES**

| Revenue Type                             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Outputs to Cabinet                       | 740                        | 695                             | 753                        |
| Outputs to other government agencies     |                            |                                 |                            |
| Fees and charges                         |                            |                                 |                            |
| General sales                            |                            |                                 |                            |
| Rentals                                  |                            |                                 |                            |
| Other                                    |                            |                                 |                            |
| <b>Total sales of goods and services</b> | <b>740</b>                 | <b>695</b>                      | <b>753</b>                 |

**FEES AND CHARGES**

|                                                         | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------------------------|---------------------------|--------------------------------|---------------------------|
| <b>Fees and Charges</b>                                 | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Description                                             |                           |                                |                           |
| <b>Total Fees and Charges</b>                           |                           |                                |                           |
| <b>General Sales</b>                                    |                           |                                |                           |
| Description                                             |                           |                                |                           |
| <b>Total General Sales</b>                              |                           |                                |                           |
| <b>Rentals</b>                                          |                           |                                |                           |
| Description                                             |                           |                                |                           |
| <b>Total Rentals</b>                                    |                           |                                |                           |
| <b>Other Goods &amp; Services Revenue</b>               |                           |                                |                           |
| <b>Goods &amp; Services Revenue</b>                     |                           |                                |                           |
| Description                                             |                           |                                |                           |
| <b>Total</b>                                            |                           |                                |                           |
| <b>Sales of Outputs to Cabinets</b>                     |                           |                                |                           |
| Sales of outputs to Cabinet                             |                           |                                |                           |
| <b>Total Sales of Outputs to Cabinet</b>                |                           |                                |                           |
| <b>Other Interdepartmental Revenue</b>                  |                           |                                |                           |
| Financial Attest Services                               |                           |                                |                           |
| Revenue from Ministries/Portfolios & Public Authorities |                           |                                |                           |
| <b>Total Other Interdepartmental Revenue</b>            |                           |                                |                           |
| <b>Total Goods and Services</b>                         |                           |                                |                           |

**NOTE 9b. REVENUE CONCESSIONS**

| <b>Revenue Type</b>                             | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|-------------------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                                 | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| (e.g. Examination fees; construction materials) |                           |                                |                           |

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**Total concessions**


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**NOTE 10. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|----------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                        | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on deposits held with cabinet |                           |                                |                           |
| Interest on cash balances              |                           |                                |                           |
| Royalties                              |                           |                                |                           |
| Other                                  |                           |                                |                           |
| <b>Total Investment revenue</b>        |                           |                                |                           |

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**NOTE 11. DONATIONS**

| <b>Source</b> | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------|---------------------------|--------------------------------|---------------------------|
|               | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |

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**Total donations**


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**NOTE 12. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|--------------------------------|---------------------------|--------------------------------|---------------------------|
|                                | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Salaries, wages and allowances | 398                       | 372                            | 370                       |
| Health care                    | 60                        | 40                             | 36                        |
| Pension                        | 23                        | 21                             | 17                        |
| Leave                          | 6                         | -                              | -                         |
| Other personnel related costs  |                           |                                |                           |
| <b>Total Personnel Costs</b>   | <b>487</b>                | <b>433</b>                     | <b>423</b>                |

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**NOTE 13. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                       | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Supplies and Materials                | 17                        | 12                             | 15                        |
| Purchase of services                  | 64                        | 19                             | 36                        |
| Lease of property and equipment       | 75                        | 75                             | 75                        |
| Utilities                             | 39                        | 32                             | 39                        |
| General Insurance                     | 1                         | 4                              | 3                         |
| Interdepartmental expenses            | 15                        | 13                             | 11                        |
| Travel and Subsistence                | 16                        | 15                             | 8                         |
| Recruitment and Training              | 20                        | 10                             | 8                         |
| Other                                 | 1                         | -                              | -                         |
| <b>Total Supplies and Consumables</b> | <b>248</b>                | <b>180</b>                     | <b>195</b>                |

**NOTE 14. FINANCE COSTS**

|                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------|---------------------------|--------------------------------|---------------------------|
|                           | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on overdraft     |                           |                                |                           |
| Other                     |                           |                                |                           |
| <b>Total Finance cost</b> |                           |                                |                           |

**NOTE 15. LITIGATION COSTS**

The Attorney General's Office provides litigation services to [Ministry/Portfolio]. However during the year ended 30 June [ ] the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$XX in [Current Year] and \$XX in [Prior Year].

| <b>Litigation Costs</b>      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------------|---------------------------|--------------------------------|---------------------------|
|                              | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Description                  |                           |                                |                           |
| Description                  |                           |                                |                           |
| <b>Total Litigation cost</b> |                           |                                |                           |

**NOTE 16. GAINS / (LOSSES)**

|                                                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|----------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                                | \$000             | \$000                  | \$000             |
| Net (gain) / loss on disposal of property, plant and equipment |                   |                        |                   |
| Net (gain) / loss on foreign exchange Transactions             |                   |                        |                   |
| <b>Total gains / (losses)</b>                                  |                   |                        |                   |

During the period the [Ministry/Portfolio] disposed of [type of property, plant, equipment] that was [state purpose]. The net gain on [type of property, plant, equipment] disposals was \$XX [2008/09; \$XX]. Approval was obtained to dispose of these assets.

**NOTE 17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                              | \$000             | This Year<br>\$000     | \$000             |
| Surplus/(deficit) from ordinary activities                   | -                 | 80                     | 133               |
| <b>Non-cash movements</b>                                    |                   |                        |                   |
| Depreciation expense                                         | 5                 | 2                      | 2                 |
| Impairment                                                   |                   |                        |                   |
| (Gain)/losses on sale of property plant and equipment        |                   |                        |                   |
| Foreign exchange gains/(losses)                              |                   |                        |                   |
| <b>Changes in current assets and liabilities</b>             |                   |                        |                   |
| (Increase)/decrease in other current assets                  |                   | (1)                    | 8                 |
| (Increase)/decrease in receivables                           |                   |                        |                   |
| (Increase)/decrease in receivables - Cabinet                 | (5)               |                        |                   |
| (Increase)/decrease in inventories                           |                   |                        |                   |
| (Increase)/decrease in payables                              | 5                 |                        |                   |
| (Increase)/decrease in provisions relating to employee costs | 1                 | (1)                    | (43)              |
|                                                              |                   | (5)                    | -                 |
| <b>Net cash flows from operating activities</b>              | <b>6</b>          | <b>75</b>              | <b>100</b>        |

## NOTE 18. CONTINGENT LIABILITIES AND ASSETS

|                                                                                       | Beginning<br>Balance | Additions | Disbursements | Adjustments | 2013/14<br>Budget |
|---------------------------------------------------------------------------------------|----------------------|-----------|---------------|-------------|-------------------|
| <b>Guarantees</b>                                                                     |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Quantifiable Guarantees</b>                                                  |                      |           |               |             |                   |
| <b>Legal Proceedings and Disputes</b>                                                 |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Legal Proceedings and Disputes</b>                                           |                      |           |               |             |                   |
| <b>Other Contingent Liabilities</b>                                                   |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Liabilities</b>                                             |                      |           |               |             |                   |
| <b>Total contingent liabilities</b>                                                   |                      |           |               |             |                   |
| <b>Contingent Assets</b>                                                              |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |

## Total Other Contingent Assets

### NOTE 19: COMMITMENTS

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

### NOTE 21. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

The [Ministry/Portfolio] is a wholly owned entity of the government from which it derives a major source of its revenue. The [Ministry/Portfolio] and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

|                                                 | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| <b>Description</b>                              |                            |                                 |                            |
| Salaries and other short-term employee benefits | 131                        | 126                             | 128                        |
| Past employee benefits                          |                            |                                 |                            |
| Other long-term benefits                        |                            |                                 |                            |
| Termination benefits                            |                            |                                 |                            |
| Loans                                           |                            |                                 |                            |
| <b>Total</b>                                    | 131                        | 126                             | 128                        |



The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

| Loan Recipient | Relationship to key management personnel | Amount Advanced | Amount Repaid | Balance | Terms and conditions of Loan |
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|

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*[If no loans were granted to key management personnel or their close relatives during the financial year then make statement to this effect].*

[THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The [Ministry/Portfolio] is party to financial instrument arrangements as part of its everyday operations.

These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

#### Credit risk

In the normal course of its business the [Ministry/Portfolio] is subject to credit risk from debtors other than the Cabinet. The [Ministry/Portfolio] does not have significant concentrations of credit risk for its other financial instruments.

#### Currency and interest rate risk

The [Ministry/Portfolio] has no significant exposure to currency exchange loss risk and interest rate risk.

#### Liquidity risk

In meeting its liquidity requirements, the [Ministry/Portfolio] closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The [Ministry/Portfolio] maintains a target level of available cash to meet liquidity requirements.

All of the [Ministry/Portfolio] financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.

# **ANNUAL BUDGET STATEMENT**

**INFORMATION COMMISSIONER'S OFFICE**

**FOR THE FINANCIAL YEAR**

**ENDING 30 JUNE 2014**

**PREPARED IN ACCORDANCE WITH SECTION 42 OF THE PUBLIC AND FINANCE LAW (2012 REVISION)**

## **CONTENT**

**STATEMENTS:** Statement of Minister/Official Member and Chief Officer

### **PART A: Ownership Performance**

1. Nature and Scope of Activities
2. Strategic Ownership Goals
3. Ownership Performance Targets
4. Equity Investments and Withdrawals

### **PART B: Output Performance**

5. Outputs to be Delivered
6. Payment Arrangements

### **APPENDIX: Forecast Financial Statements**

## STATEMENT FROM THE OFFICIAL MEMBER

I confirm that the draft Annual Budget Statement and the draft Purchase Agreements reflect the outputs I wish to purchase in the 2013/14 financial year, and the draft Annual Budget Statement and the draft Ownership Agreements reflect the ownership performance I want delivered in the 2013/14 financial year.

I also confirm that the draft Annual Plan and Estimates includes the various measures I wish to take during the 2013/14 financial year.

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**Mr. Michael Austin**  
**Chairman of the Oversight Committee**

Information Commissioner's Office

October 4 2013

## STATEMENT OF THE CHIEF OFFICER

The Draft Budget has been compiled using the best information available and is to the best of my knowledge complete and accurate as at this date.

The Draft Budget complies with the requirements of the Strategic Policy Statement including the expenditure parameters agreed by Cabinet and Legislative Assembly.

I take responsibility for the accuracy and completeness of the financial numbers and other information contained in the Draft Budget.

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**Ms. Jennifer Dilbert, MBE, JP**  
**Information Commissioner**

Information Commissioner's Office

October 4 2013

## **PART A**

# **OWNERSHIP PERFORMANCE**

## **1. NATURE AND SCOPE OF ACTIVITIES**

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### **GENERAL NATURE OF ACTIVITIES**

As a quasi-judicial office, continue to administer the FOI Law through processing, mediating and hearing appeals; monitoring public authorities to ensure they are in compliance with the law and the public's rights under the law have been upheld, and to promote FOI within the Cayman Islands.

### **SCOPE OF ACTIVITIES**

- (a) Hear, investigate and rule on appeals filed under the Law;
- (b) Monitor and report on the compliance by public authorities with their obligations under the Law;
- (c) Make recommendations for reform both of a general nature and directed at specific public authorities;
- (d) Refer to the appropriate authorities cases where it appears that a criminal offence has been committed;
- (e) Publicise the requirements of the Law and the right of individuals under it.

### **CUSTOMERS AND LOCATION OF ACTIVITIES**

Entire Public Sector including:

Central Government  
Statutory Authorities  
Government companies  
Cayman Islands

## **2. STRATEGIC OWNERSHIP GOALS**

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The key strategic ownership goals for the Information Commissioner's Office for the 2013/14 and the subsequent two years are as follows:

### **Appeals/Mediation/Hearings**

- To review eligible complaints, where an applicant has exercised the right to access records and is unhappy with a public authority's decision, action or non-action with respect to a request filed under the Law.
- To process applications where an applicant is unhappy with the decision or response of a public authority who has:
  - (a) Failed to indicate whether or not it holds a record;
  - (b) Failed to communicate the information contained in a record within the time allowed by this Law or at all;
  - (c) Failed to respond to a request for a record within the time limits established in this Law;
  - (d) Failed to provide a notice in writing of its response to a request for a record;
  - (e) Charged a fee that is in contravention of this Law; or
  - (f) Otherwise failed to comply with an obligation imposed under this Law.
- Where an appeal is not resolved at mediation, the Commissioner will review the issues and make a binding decision in which the public authority must comply. If the public authority is unsatisfied with the Commissioner's decision, a request for Judicial Review of the decision can be filed in accordance with the Law.

### **Monitoring Compliance**

- FOI Law review: assist the Hon. Speaker, the FOI Law Review Subcommittee of the Legislative Assembly in the statutorily mandated review of the FOI Law.
- Data Protection: assist the Hon. Attorney General and the Data Protection Working Group with preparations for a draft Data Protection Bill and implementation planning relating to a Data Protection Law.
- Monitor and Investigate Public Authorities: to monitor public authorities to ensure compliance of the Law and carry out investigations in accordance with ICO procedures.

### **Public Awareness**

- ICO is committed to highlighting awareness of our role among the general public and planning promotional activities and producing in-house posters, brochures, and newsletters to increase public awareness of the FOI Law throughout the Cayman Islands.
- We will ensure the public has access to communicate with our office through promoting our website, office location and contact details. This information available electronically, will be maintained and updated on a regular basis.

- We will plan with our associate Information Commissioner Offices an annual or bi-annual Caribbean Conference to:
  - promote Cayman Islands as a leader in the Caribbean;
  - assist and learn from International ICOs experience and collaboration with these offices to develop best practices and standards in the Cayman Islands.



### 3. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets for the Information Commissioner's Office for the 2013/14 financial year are as follows:

| Financial Performance Measure                                                       | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Revenue from Cabinet                                                                | 770,720                 | 582,624                 |
| Revenue from ministries, portfolios, statutory authorities,<br>government companies |                         |                         |
| Revenue from others                                                                 |                         |                         |
| Surplus/deficit from outputs                                                        |                         |                         |
| Ownership expenses                                                                  |                         |                         |
| <b>Operating Surplus/Deficit</b>                                                    | 770,720                 | 558,784                 |
|                                                                                     |                         | 23,840                  |
| Net Worth                                                                           | 101,658                 | 99,000                  |
|                                                                                     |                         |                         |
| Cash flows from operating activities                                                | (15,169)                | (12,183)                |
| Cash flows from investing activities                                                | (3,000)                 | -                       |
| Cash flows from financing activities                                                | 3,000                   | -                       |
| Change in cash balances                                                             | (15,169)                | (12183)                 |

| Financial Performance Ratio                           | 2013/14<br>Budget<br>% | 2012/13<br>Actual<br>% |
|-------------------------------------------------------|------------------------|------------------------|
| Current Assets: Current Liabilities (Working Capital) | 2.04                   | 2.00                   |
| Total Assets: Total Liabilities                       | 2.20                   | 2.16                   |

## MAINTENANCE OF CAPABILITY

| Human Capital Measures                                          |  | 2013/14<br>Budget | 2012/13<br>Actual |
|-----------------------------------------------------------------|--|-------------------|-------------------|
| Total full time equivalent staff employed                       |  | 6                 | 4                 |
| Staff turnover (%)                                              |  |                   |                   |
| Managers                                                        |  |                   |                   |
| Professional and technical staff                                |  | 25%               | 25%               |
| Clerical and labourer staff                                     |  |                   |                   |
| Average length of service (number of years in current position) |  |                   |                   |
| Managers                                                        |  |                   |                   |
| Professional and technical staff                                |  | 2                 | 2                 |
| Clerical and labourer staff                                     |  | 4                 | 2                 |
| Changes to personnel management system:                         |  |                   |                   |

| Physical Capital Measures                          | 2013/14<br>Budget | 2012/13<br>Actual |
|----------------------------------------------------|-------------------|-------------------|
| Value of total assets                              | \$186,000         | \$182,000         |
| Asset replacements: total assets                   | 0.016%            | -%                |
| Book value of assets: initial cost of those assets | 0.133%            | 0.16%             |
| Depreciation: cash flow on asset purchases         | 1.7%              | -%                |
| Changes to asset management policies               |                   |                   |

| Major <u>New</u> Entity Capital Expenditures for the Year | 2013/14<br>Budget<br>\$ |
|-----------------------------------------------------------|-------------------------|
| Leasehold improvements – security system                  | 3,000                   |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |
|                                                           |                         |

| MAJORITY ENTITY CAPITAL EXPENDITURE COMMENCED<br>BUT NOT COMPLETED IN PREVIOUS YEARS | ANTICIPATED PROJECT STATUS<br>AS AT 1st JULY 2013 |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |
|                                                                                      |                                                   |

## RISK MANAGEMENT

| Key risks faced by the<br>Portfolio   | Change in status from<br>2012/13 | Actions to manage risk                                                                                                                                                | Financial<br>value of<br>risk |
|---------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Security of Confidential<br>Documents | Unchanged                        | All confidential documents<br>e.g. personnel records,<br>appeal and hearing files are<br>kept secure in locked<br>cabinets, accessed only by<br>authorized personnel. |                               |
|                                       |                                  |                                                                                                                                                                       |                               |
|                                       |                                  |                                                                                                                                                                       |                               |
|                                       |                                  |                                                                                                                                                                       |                               |
|                                       |                                  |                                                                                                                                                                       |                               |
|                                       |                                  |                                                                                                                                                                       |                               |

#### 4. EQUITY INVESTMENT AND WITHDRAWALS

---

| Equity Movement                                                                   | 2013/14<br>Budget<br>\$ | 2012/13<br>Actual<br>\$ |
|-----------------------------------------------------------------------------------|-------------------------|-------------------------|
| Equity Investment from Cabinet into the Information Commissioner's Office         | 3,000                   | -                       |
| Capital (Equity) Withdrawal by Cabinet from the Information Commissioner's Office |                         |                         |

## **PART B**

# **OUTPUT PERFORMANCE**

## 5. OUTUTS TO BE DELIVERED

| ICO 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Compliance with Freedom of Information Legislation | \$770,720                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Description</b><br><p>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</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                    |                                                                                                             |
| <b>Measures</b><br><b>Quantity</b> <ul style="list-style-type: none"> <li>Number of hours available to hear investigate and decide on appeals</li> <li>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</li> <li>Number of hours available to plan promotional activities and to promote public awareness of FOI</li> </ul> <b>Quality</b> <ul style="list-style-type: none"> <li>Appeals processed in accordance with internal policies and procedures developed in accordance with the Law.</li> <li>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.</li> <li>Promotional activities approved by the Information Commissioner</li> </ul> |                                                    | <b>2013/14 Budget</b><br>2,000-2,500<br>1,000-1,500<br>2,000-2,500<br><br>90-100%<br>90-100%<br>90-100%     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                    | <b>2012/13 Actual</b><br>2,000-2,500<br>1,000-1,500<br><br>2,000-2,500<br><br>90-100%<br>90-100%<br>90-100% |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Timeliness</b> <ul style="list-style-type: none"> <li>• Appeals processed within timelines established in internal policies and procedures</li> <li>• 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 by the end of April; and Recommendations for Law review reviewed annually.</li> <li>• Public awareness of FOI will be carried out on a monthly basis</li> </ul> | 90-100%          | 90-100%          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 90-100%          | 90-100%          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 95-100%          | 95-100%          |
| <b>Location</b><br>Cayman Islands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |                  |
| <b>Cost</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>\$770,720</b> | <b>\$585,628</b> |
| <b>Related Broad Outcome:</b><br>4. A More Efficient, Accessible and Affordable Public Service                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |                  |

## 6. PAYMENT ARRANGEMENTS

---

Cabinet will pay Information Commissioner's Office for delivery of the outputs described in the Preface.

Payment will be made on the basis of an invoice provided monthly to the Chairman of the Oversight Committee. The invoice will contain sufficient evidence of the outputs delivered for the Chairman to be able to satisfy himself that the outputs have in fact been delivered.

Invoices will be paid within 20 days of the end of the month following the invoice date.

The expected amount of each invoice for output's to be delivered during the year is outlined in the following table.

**EXPECTED INVIOCE PROFILE - TABLE 1**

| <b>MONTH</b> | <b>ICO 1<br/>\$</b> |
|--------------|---------------------|
| July         | 55,756              |
| August       | 50, 507             |
| September    | 53,000              |
| October      | 56,000              |
| November     | 69,432              |
| December     | 69,432              |
| January      | 69,432              |
| February     | 69,432              |
| March        | 69,432              |
| April        | 69,432              |
| May          | 69,432              |
| June         | 69,433              |
| <b>TOTAL</b> | <b>770,720</b>      |





**INFORMATION COMMISSIONER'S OFFICE**  
**STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS**

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Financial Law (2012 Revision).

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and their compliance with the Public Management and Finance Law (2012 Revision).

To the best of my knowledge the statements are:

- d. Complete and reliable;
- e. Fairly reflect the forecast financial position as at 30<sup>th</sup> June 2014 and performance for the 2013/14 financial year; and
- f. Comply with generally accepted accounting practice.

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**Ms. Jennifer Dilbert, MBE, JP**

**Information Commissioner**

Information Commissioner's Office

October 4 2013

Information Commissioner's Office  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2014**

|                                      | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|--------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Current Assets</b>                |      |                            |                                 |                            |
| Cash and cash equivalents            | 1    | 106                        | 121                             | 133,000                    |
| Marketable securities and deposits   |      |                            |                                 |                            |
| Trade receivables                    | 2    | 64                         | 44                              | 12                         |
| Other receivables                    | 2    |                            |                                 | 1                          |
| Inventories                          | 3    |                            |                                 |                            |
| Investments                          | 4    |                            |                                 |                            |
| Prepayments                          | 5    | 2                          | 1                               | -                          |
| <b>Total Current Assets</b>          |      | <b>172</b>                 | <b>166</b>                      | <b>146</b>                 |
| <b>Non-Current Assets</b>            |      |                            |                                 |                            |
| Trade receivables                    | 3    |                            |                                 |                            |
| Other receivables                    | 3    |                            |                                 |                            |
| Inventories                          | 4    |                            |                                 |                            |
| Property, plant and equipment        | 6    | 14                         | 16                              | 34                         |
| <b>Total Non-Current Assets</b>      |      | <b>14</b>                  | <b>-</b>                        | <b>-</b>                   |
| <b>Total Assets</b>                  |      | <b>186</b>                 | <b>182</b>                      | <b>180</b>                 |
| <b>Current Liabilities</b>           |      |                            |                                 |                            |
| Trade payable                        | 7    | 15                         | 15                              | 18                         |
| Other payables and accruals          | 7    | 3                          | 2                               | 11                         |
| Bank overdraft                       | 2    |                            |                                 |                            |
| Unearned revenue                     |      |                            |                                 |                            |
| Employee entitlements                | 8    | 3                          | 3                               | 13                         |
| Repayment of surplus                 |      | 63                         | 63                              | 39                         |
| <b>Total Current Liabilities</b>     |      | <b>84</b>                  | <b>83</b>                       | <b>81</b>                  |
| <b>Non-Current Liabilities</b>       |      |                            |                                 |                            |
| Trade payables                       | 7    |                            |                                 |                            |
| Other payables and accruals          | 7    |                            |                                 |                            |
| Employee entitlements                | 8    |                            |                                 |                            |
| <b>Total Non-Current Liabilities</b> |      | <b>84</b>                  | <b>83</b>                       | <b>81</b>                  |
| <b>Total Liabilities</b>             |      | <b>84</b>                  | <b>83</b>                       | <b>81</b>                  |
| <b>Net Assets</b>                    |      | <b>102</b>                 | <b>99</b>                       | <b>99</b>                  |
| <b>NET WORTH</b>                     |      |                            |                                 |                            |
| Contributed capital                  |      | 63                         | 60                              | 60                         |
| Other Reserves                       |      |                            |                                 |                            |
| Revaluation reserve                  |      |                            |                                 |                            |
| Accumulated surpluses/(deficits)     |      | 39                         | 39                              | 39                         |
| <b>Total Net Worth</b>               |      | <b>102</b>                 | <b>99</b>                       | <b>99</b>                  |

**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2014**

|                                                                        | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>Revenue</b>                                                         |      |                            |                                 |                            |
| Sale of goods and services                                             | 9    | 771                        | 583                             | 575                        |
| Investment revenue                                                     | 10   |                            |                                 |                            |
| Donations                                                              | 11   |                            |                                 |                            |
| Other revenue                                                          |      |                            |                                 |                            |
| <b>Total Revenue</b>                                                   |      | <u>771</u>                 | <u>583</u>                      | <u>575</u>                 |
| <b>Expenses</b>                                                        |      |                            |                                 |                            |
| Personnel costs                                                        | 12   | 530                        | 434                             | 435                        |
| Supplies and consumables                                               | 13   | 161                        | 101                             | 146                        |
| Depreciation                                                           | 6    | 5                          | 18                              | 18                         |
| Impairment of property, plant and equipment                            | 6    |                            |                                 |                            |
| Impairment of inventory                                                | 4    |                            |                                 |                            |
| Finance costs (overdraft interest)                                     | 14   |                            |                                 |                            |
| Litigation costs                                                       | 15   | 75                         | 6                               | -                          |
| Gain/(losses) on foreign exchange transactions                         | 16   |                            |                                 |                            |
| Gain/(losses) on disposal/revaluation of property, plant and equipment | 16   |                            |                                 |                            |
| Other expenses                                                         |      |                            |                                 |                            |
| <b>Total Expenses</b>                                                  |      | <u>771</u>                 | <u>559</u>                      | <u>599</u>                 |
| <b>Surplus or (deficit) for the period</b>                             |      | <u>-</u>                   | <u>24</u>                       | <u>(24)</u>                |

**CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 30 JUNE 2014**

|                                                             | Note | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------------------------|------|----------------------------|---------------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |      |                            |                                 |                            |
| <b>Receipts</b>                                             |      |                            |                                 |                            |
| Outputs to Cabinet                                          |      | 751                        | 549                             | 565                        |
| Outputs to other government agencies                        |      |                            |                                 |                            |
| Sales and Goods and services – third party                  |      |                            |                                 |                            |
| Interest received                                           |      |                            |                                 |                            |
| Donations / Grants                                          |      |                            |                                 |                            |
| Other receipts                                              |      |                            | 2                               | -                          |
| <b>Payments</b>                                             |      |                            |                                 |                            |
| Personnel costs                                             |      | (530)                      | (443)                           | (437)                      |
| Supplies and consumables                                    |      | (236)                      | (108)                           | (138)                      |
| Interest paid                                               |      |                            |                                 |                            |
| Other payment                                               |      |                            | (12)                            |                            |
| <b>Net cash flows from operating activities</b>             |      | <b>(15)</b>                | <b>(12)</b>                     | <b>(10)</b>                |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Purchase of property, plant and equipment                   |      | (3)                        | -                               | -                          |
| Proceeds from sale of property, plant and equipment         |      |                            |                                 |                            |
| Purchase of investments                                     |      |                            |                                 |                            |
| Proceeds from sale of investments                           |      |                            |                                 |                            |
| Cash advances                                               |      |                            |                                 |                            |
| Cash receipts from repayment of advances                    |      |                            |                                 |                            |
| <b>Net cash flows from investing activities</b>             |      | <b>(3)</b>                 | <b>-</b>                        | <b>-</b>                   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |      |                            |                                 |                            |
| Equity investment                                           |      | 3                          |                                 | 52                         |
| Repayment of surplus                                        |      |                            |                                 |                            |
| Capital withdrawal                                          |      |                            |                                 |                            |
| <b>Net cash flows from financing activities</b>             |      | <b>3</b>                   | <b>-</b>                        |                            |
| <b>Net increase/(decrease) in cash and cash equivalents</b> |      | <b>(15)</b>                | <b>(12)</b>                     | <b>42</b>                  |
| Cash and cash equivalents at beginning of period            |      | 121                        | 133                             | 91                         |
| <b>Cash and cash equivalents at end of period</b>           |      | <b>106</b>                 | <b>121</b>                      | <b>133</b>                 |

## STATEMENT OF CHANGES IN NET WORTH FOR THE YEAR ENDED 30 JUNE 2014

955

*Information Commissioner's Office*  
**STATEMENT OF ACCOUNTING POLICIES**

*Information Commissioner's Office]*  
General Accounting Policies

Reporting entity

These forecast financial statements are for the *Cabinet Office*

Basis of preparation

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

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

Reporting Period

The reporting period is the period ended 30 June 2014.

Specific Accounting Policies

Revenue

*Output revenue*

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

*Interest revenue*

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

Expenses

*General*

Expenses are recognised when incurred.

*Depreciation*

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

Assets

*Cash and cash equivalents*

Cash and cash equivalents include cash held in the Ministry or Portfolio's bank account and on

deposit with the Ministry of Finance and Economic Development (Treasury).

*Receivables and advances*

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

*Inventory*

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

*Property, Plant and Equipment (including Infrastructure Assets)*

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

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost (or fair value if acquired prior to 2010) less accumulated depreciation.

#### *Computer Hardware and Software*

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

#### *Liabilities*

##### *Accounts Payable*

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

##### *Provisions*

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

##### *Employee entitlements*

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



**NOTE 1. CASH AND CASH EQUIVALENTS**

|                                                               | Foreign<br>Currency<br>\$000 | Exchange<br>Rate<br>\$000 | 2013/14<br>Budget |
|---------------------------------------------------------------|------------------------------|---------------------------|-------------------|
| Cash on hand (IRIS Confirmation Account/Petty Cash)           |                              |                           |                   |
| Cash in transit (IRIS Remittance Account)                     | 102                          | 1.0000                    | 102               |
| CI\$ Operational Current Account held at Royal Bank of Canada | 4                            | 1.0000                    | 4                 |
| US\$ Operational Current Account held at Royal Bank of Canada |                              |                           |                   |
| Payroll Current Account held at Royal Bank of Canada          |                              |                           |                   |
| Bank accounts held at other financial Institutions            |                              |                           |                   |
| <u>[DISCLOSE ACCOUNT]</u>                                     |                              |                           |                   |
| Fixed Deposits held with Treasury (less than 90 days)         |                              |                           |                   |
| <b>Total Cash and Cash Equivalents</b>                        |                              |                           | <b>106</b>        |

**NOTE 2. TRADE AND OTHER RECEIVABLES****TRADE RECEIVABLES**

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Sale of goods and services                |                            |                                 |                            |
| Outputs to Cabinet                        | 64                         | 44                              | 12                         |
| Outputs to other government agencies      |                            |                                 |                            |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total trade receivables</b>            | <b>64</b>                  | <b>44</b>                       | <b>12</b>                  |

**OTHER RECEIVABLES**

|                                           | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|-------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Advances (salary, official travel, etc)   |                            |                                 |                            |
| Dishonoured cheques                       |                            |                                 |                            |
| Interest receivable                       |                            |                                 |                            |
| Other                                     | -                          | -                               | 1                          |
| <b>Less: provision for doubtful debts</b> |                            |                                 |                            |
| <b>Total other receivables</b>            | <b>-</b>                   | <b>-</b>                        | <b>1</b>                   |

|                     | Trade<br>Receivables | Other<br>Receivables | 2013/14<br>Budget |
|---------------------|----------------------|----------------------|-------------------|
| <b>Current</b>      |                      |                      |                   |
| Past due 1-30 days  | 64                   | -                    | 64                |
| Past due 31-60 days |                      |                      |                   |

Past due 61-90 days  
Past due 90 and above  
**Non-Current**  
Past due 1 year and above  
**Total**

|           |          |           |
|-----------|----------|-----------|
| <b>64</b> | <b>-</b> | <b>64</b> |
|-----------|----------|-----------|

Changes in the provision of doubtful debts:

| Description                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------|-------------------|------------------------|-------------------|
| Balance at 1 July, 2012                    |                   |                        |                   |
| Additional provisions made during the year |                   |                        |                   |
| Receivables written off during the period  |                   |                        |                   |
| Balance at 30 June, 2013                   |                   |                        |                   |

### NOTE 3. INVENTORIES

|                                                               | Current | Non-<br>Current | 2013/14<br>Budget |
|---------------------------------------------------------------|---------|-----------------|-------------------|
| Inventory held for use in the provision of goods and services |         |                 |                   |
| Inventory held for sale                                       |         |                 |                   |
| Impairment of Inventory                                       |         |                 |                   |
| <b>Total Inventories</b>                                      |         |                 |                   |

### NOTE 4. INVESTMENTS

| Investments                                                   | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|---------------------------------------------------------------|-------------------|---------------------------|-------------------|
| Description                                                   |                   |                           |                   |
| <b>Total Investments at the lower of cost or Market value</b> |                   |                           |                   |

### NOTE 5. PREPAYMENTS

| Description         | 2013/14<br>Budget | 2012/13<br>Est.<br>Actual | 2011/12<br>Actual |
|---------------------|-------------------|---------------------------|-------------------|
| Accrued prepayments | 2                 | 1                         | -                 |
| <b>Total</b>        | <b>2</b>          | <b>1</b>                  | <b>-</b>          |

# NOTE 6. PROPERTY, PLANT AND EQUIPMENT

| Description                            | Furniture | Office Equipment | Computer Equipment | Leasehold Improvements | Total     |
|----------------------------------------|-----------|------------------|--------------------|------------------------|-----------|
| <b>Cost</b>                            |           |                  |                    |                        |           |
| Balance at the beginning of the year   | 22        | 3                | 8                  | 69                     | 102       |
| Additions during the year              | -         | -                | -                  | 3                      | 3         |
| Balance at the end of the year         | 22        | 3                | 8                  | 72                     | 105       |
| <b>Accumulated Depreciation:</b>       |           |                  |                    |                        |           |
| Balance at the beginning of the year   | 8         | 3                | 8                  | 67                     | 86        |
| Depreciation expense during the year   | 2         | -                | -                  | 3                      | 5         |
| Balance at the end of the year         | 10        | 3                | 8                  | 70                     | 91        |
| <b>Net Book Value at June 30, 2012</b> | <b>12</b> | <b>-</b>         | <b>-</b>           | <b>3</b>               | <b>14</b> |

| Description                          | Furniture | Office Equipment | Computer Equipment | Leasehold Improvements | Total |
|--------------------------------------|-----------|------------------|--------------------|------------------------|-------|
| <b>Cost</b>                          |           |                  |                    |                        |       |
| Balance at the beginning of the year | 22        | 3                | 8                  | 69                     | 102   |
| Additions during the year            | -         | -                | -                  | -                      | -     |
| Balance at the end of the year       | 22        | 3                | 8                  | 69                     | 102   |
| <b>Accumulated Depreciation:</b>     |           |                  |                    |                        |       |
| Balance at the beginning of the year | 6         | 3                | 6                  | 53                     | 68    |
| Depreciation expense during the year | 2         | -                | 2                  | 14                     | 18    |
| Balance at the end of the year       | 8         | 3                | 8                  | 67                     | 86    |

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

|                                                          | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|----------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Creditors                                                | 15                         | 15                              | 18                         |
| Creditors Ministries/Portfolios                          | 3                          | 2                               | 11                         |
| Accrued Expenses                                         |                            |                                 |                            |
| Payroll Deductions                                       |                            |                                 |                            |
| <b>Total trade payables, other payables and accruals</b> | <b>18</b>                  | <b>17</b>                       | <b>29</b>                  |

**NOTE 8. EMPLOYEE ENTITLEMENTS**

|                                                                     | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|---------------------------------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Annual Leave                                                        | 3                          | 3                               | 13                         |
| Retirement and long service leave                                   |                            |                                 |                            |
| Accrued salaries                                                    |                            |                                 |                            |
| Travel                                                              |                            |                                 |                            |
| <b>Total current portion</b>                                        | <b>3</b>                   | <b>3</b>                        | <b>13</b>                  |
| <b><i>Non-current employee entitlements are represented by:</i></b> |                            |                                 |                            |
| Retirement and long term service leave                              |                            |                                 |                            |
| <b>Total employee entitlements</b>                                  | <b>3</b>                   | <b>3</b>                        | <b>13</b>                  |

**NOTE 9a. SALES OF GOODS AND SERVICES**

| Revenue Type                             | 2013/14<br>Budget<br>\$000 | 2012/13<br>Est. Actual<br>\$000 | 2011/12<br>Actual<br>\$000 |
|------------------------------------------|----------------------------|---------------------------------|----------------------------|
| Outputs to Cabinet                       | 771                        | 583                             | 575                        |
| Outputs to other government agencies     |                            |                                 |                            |
| Fees and charges                         |                            |                                 |                            |
| General sales                            |                            |                                 |                            |
| Rentals                                  |                            |                                 |                            |
| Other                                    |                            |                                 |                            |
| <b>Total sales of goods and services</b> | <b>771</b>                 | <b>583</b>                      | <b>575</b>                 |

**FEES AND CHARGES**

|                                                         | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------------------------|---------------------------|--------------------------------|---------------------------|
| <b>Fees and Charges</b>                                 | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Description                                             |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Total Fees and Charges</b>                           |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>General Sales</b>                                    |                           |                                |                           |
| Description                                             |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Total General Sales</b>                              |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Rentals</b>                                          |                           |                                |                           |
| Description                                             |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Total Rentals</b>                                    |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Other Goods &amp; Services Revenue</b>               |                           |                                |                           |
| <b>Goods &amp; Services Revenue</b>                     |                           |                                |                           |
| Description                                             |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Total</b>                                            |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Sales of Outputs to Cabinets</b>                     |                           |                                |                           |
| Sales of outputs to Cabinet                             |                           |                                |                           |
| <b>Total Sales of Outputs to Cabinet</b>                |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Other Interdepartmental Revenue</b>                  |                           |                                |                           |
| Financial Attest Services                               |                           |                                |                           |
| Revenue from Ministries/Portfolios & Public Authorities |                           |                                |                           |
| <b>Total Other Interdepartmental Revenue</b>            |                           |                                |                           |
|                                                         |                           |                                |                           |
| <b>Total Goods and Services</b>                         |                           |                                |                           |

**NOTE 9b. REVENUE CONCESSIONS**

| <b>Revenue Type</b>                             | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|-------------------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| (e.g. Examination fees; construction materials) |                                     |                                          |                                     |

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**Total concessions**


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**NOTE 10. INVESTMENT REVENUE**

| <b>Revenue Type</b>                    | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|----------------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Interest on deposits held with cabinet |                                     |                                          |                                     |
| Interest on cash balances              |                                     |                                          |                                     |
| Royalties                              |                                     |                                          |                                     |
| Other                                  |                                     |                                          |                                     |
| <b>Total Investment revenue</b>        |                                     |                                          |                                     |

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**NOTE 11. DONATIONS**

| <b>Source</b>          | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
|                        |                                     |                                          |                                     |
|                        |                                     |                                          |                                     |
| <b>Total donations</b> |                                     |                                          |                                     |

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**NOTE 12. PERSONNEL COSTS**

|                                | <b>2013/14<br/>Budget<br/>\$000</b> | <b>2012/13<br/>Est. Actual<br/>\$000</b> | <b>2011/12<br/>Actual<br/>\$000</b> |
|--------------------------------|-------------------------------------|------------------------------------------|-------------------------------------|
| Salaries, wages and allowances | 442                                 | 338                                      | 341                                 |
| Health care                    | 60                                  | 53                                       | 40                                  |
| Pension                        | 26                                  | 43                                       | 42                                  |
| Leave                          | 2                                   | -                                        | 12                                  |
| Other personnel related costs  |                                     |                                          |                                     |
| <b>Total Personnel Costs</b>   | <b>530</b>                          | <b>434</b>                               | <b>435</b>                          |

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**NOTE 13. SUPPLIES AND CONSUMABLES**

|                                       | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------------------|---------------------------|--------------------------------|---------------------------|
|                                       | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Supplies and Materials                | 11                        | 6                              | 40                        |
| Purchase of services                  | 30                        | 24                             | 9                         |
| Lease of property and equipment       | 52                        | 41                             | 47                        |
| Utilities                             | 22                        | 13                             | 15                        |
| General Insurance                     | 2                         | -                              | -                         |
| Interdepartmental expenses            | 15                        | 15                             | 17                        |
| Travel and Subsistence                | 20                        | 2                              | 14                        |
| Recruitment and Training              | 8                         | -                              | 4                         |
| Other                                 | 1                         | -                              | -                         |
| <b>Total Supplies and Consumables</b> | <b>161</b>                | <b>101</b>                     | <b>146</b>                |

**NOTE 14. FINANCE COSTS**

|                           | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|---------------------------|---------------------------|--------------------------------|---------------------------|
|                           | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Interest on overdraft     |                           |                                |                           |
| Other                     |                           |                                |                           |
| <b>Total Finance cost</b> |                           |                                |                           |

**NOTE 15. LITIGATION COSTS**

The Attorney General's Office provides litigation services to [Ministry/Portfolio]. However during the year ended 30 June [ ] the use of legal services from the outside of the Government were authorised by the Attorney General's office. The costs of these services were \$XX in [Current Year] and \$XX in [Prior Year].

| <b>Litigation Costs</b>      | <b>2013/14<br/>Budget</b> | <b>2012/13<br/>Est. Actual</b> | <b>2011/12<br/>Actual</b> |
|------------------------------|---------------------------|--------------------------------|---------------------------|
|                              | <b>\$000</b>              | <b>\$000</b>                   | <b>\$000</b>              |
| Legal fees                   | 75                        | 6                              | -                         |
| Description                  |                           |                                |                           |
| <b>Total Litigation cost</b> | <b>75</b>                 | <b>6</b>                       | <b>-</b>                  |



**NOTE 16. GAINS / (LOSSES)**

|                                                                | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|----------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                                | \$000             | \$000                  | \$000             |
| Net (gain) / loss on disposal of property, plant and equipment |                   |                        |                   |
| Net (gain) / loss on foreign exchange Transactions             |                   |                        |                   |
| <b>Total gains / (losses)</b>                                  |                   |                        |                   |

During the period the [Ministry/Portfolio] disposed of [type of property, plant, equipment] that was [state purpose]. The net gain on [type of property, plant, equipment] disposals was \$XX [2008/09; \$XX]. Approval was obtained to dispose of these assets.

**NOTE 17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)**

|                                                              | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|--------------------------------------------------------------|-------------------|------------------------|-------------------|
|                                                              | \$000             | This Year<br>\$000     | \$000             |
| Surplus/(deficit) from ordinary activities                   | -                 | 24                     | (24)              |
| <b>Non-cash movements</b>                                    |                   |                        |                   |
| Depreciation expense                                         | 5                 | 18                     | 18                |
| Impairment                                                   |                   |                        |                   |
| (Gain)/losses on sale of property plant and equipment        |                   |                        |                   |
| Foreign exchange gains/(losses)                              |                   |                        |                   |
| <b>Changes in current assets and liabilities</b>             |                   |                        |                   |
| (Increase)/decrease in other current assets                  | (1)               |                        | (6)               |
| (Increase)/decrease in receivables                           |                   |                        |                   |
| (Increase)/decrease in receivables - Cabinet                 | (20)              | (32)                   | -                 |
| (Increase)/decrease in inventories                           |                   |                        |                   |
| (Increase)/decrease in payables                              | 1                 | (12)                   | 39                |
| (Increase)/decrease in provisions relating to employee costs |                   | (10)                   | 15                |
| <b>Net cash flows from operating activities</b>              | <b>(15)</b>       | <b>(12)</b>            | <b>42</b>         |

# **NOTE 18. CONTINGENT LIABILITIES AND ASSETS**

|                                                                                       | Beginning<br>Balance | Additions | Disbursements | Adjustments | 2013/14<br>Budget |
|---------------------------------------------------------------------------------------|----------------------|-----------|---------------|-------------|-------------------|
| <b>Guarantees</b>                                                                     |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Quantifiable Guarantees</b>                                                  |                      |           |               |             |                   |
| <b>Legal Proceedings and Disputes</b>                                                 |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Legal Proceedings and Disputes</b>                                           |                      |           |               |             |                   |
| <b>Other Contingent Liabilities</b>                                                   |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Liabilities</b>                                             |                      |           |               |             |                   |
| <b>Total contingent liabilities</b>                                                   |                      |           |               |             |                   |
| <b>Contingent Assets</b>                                                              |                      |           |               |             |                   |
| Item 1 heading                                                                        |                      |           |               |             |                   |
| Item 1 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| Item 2 heading                                                                        |                      |           |               |             |                   |
| Item 2 description/nature/timing of<br>outflow/uncertainties of amounts and<br>timing |                      |           |               |             |                   |
| <b>Total Other Contingent Assets</b>                                                  |                      |           |               |             |                   |

**NOTE 19: COMMITMENTS**

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

**NOTE 21. RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES**

The [Ministry/Portfolio] is a wholly owned entity of the government from which it derives a major source of its revenue. The [Ministry/Portfolio] and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 30 June 2010 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

|                                                 | 2013/14<br>Budget | 2012/13<br>Est. Actual | 2011/12<br>Actual |
|-------------------------------------------------|-------------------|------------------------|-------------------|
|                                                 | \$000             | \$000                  | \$000             |
| <b>Description</b>                              |                   |                        |                   |
| Salaries and other short-term employee benefits | 311               | 313                    |                   |
| Past employee benefits                          |                   |                        |                   |
| Other long-term benefits                        |                   |                        |                   |
| Termination benefits                            |                   |                        |                   |
| Loans                                           |                   |                        |                   |
| <b>Total</b>                                    |                   |                        |                   |

The following additional information is provided in relation to loans granted to key management personnel and or their close relatives:-

| Loan Recipient | Relationship to key management personnel | Amount Advanced | Amount Repaid | Balance | Terms and conditions of Loan |
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|
|----------------|------------------------------------------|-----------------|---------------|---------|------------------------------|

*[If no loans were granted to key management personnel or their close relatives during the financial year then make statement to this effect].*

[THE BELOW IS A GUIDE. MINISTRIES/PORTFOLIOS MUST IDENTIFY AND DISCLOSE THEIR SPECIFIC RISKS. SEE IPSAS 15 PARAGRAPHS 48 AND 49]

The [Ministry/Portfolio] is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

#### Credit risk

In the normal course of its business the [Ministry/Portfolio] is subject to credit risk from debtors other than the Cabinet. The [Ministry/Portfolio] does not have significant concentrations of credit risk for its other financial instruments.

#### Currency and interest rate risk

The [Ministry/Portfolio] has no significant exposure to currency exchange loss risk and interest rate risk.

#### Liquidity risk

In meeting its liquidity requirements, the [Ministry/Portfolio] closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The [Ministry/Portfolio] maintains a target level of available cash to meet liquidity requirements.

All of the [Ministry/Portfolio] financial liabilities (creditors and payables) will be settled in less than six months from the date of these financial statements.