

ANNUAL PLAN AND ESTIMATES

FOR THE YEAR
ENDING
30 JUNE 2015



CAYMAN ISLANDS
GOVERNMENT

2014/15 BUDGET

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1. INTRODUCTION

PURPOSE

This Annual Plan and Estimates (AP&E) is the Government's main Budget document and provides a summary of the Government's planned policy actions and forecast financial performance for the 2014/15 financial year. These actions reflect the outcome goals, fiscal strategy and priorities established by Cabinet.

This document also specifies the expenditure appropriations being requested to fund those policy actions. The appropriation request forms the basis of the Appropriation (July 2014 to June 2015) Bill, 2014.

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

- Annual Budget Statements for each Ministry and Portfolio, which documents in detail the output delivery and ownership performance expected of each agency during the 2014/15 financial year.
- Purchase Agreements, which specify in detail the outputs the Government plans to purchase from Statutory Authorities, Government owned Companies and Non-Governmental output suppliers during the 2014/15 financial year.
- Ownership Agreements, which specify the ownership performance the Government expects of each Statutory Authority and Government Owned Company during 2014/15.

CONTENT OF THE ANNUAL PLAN AND ESTIMATES

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

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

Section B contains the Estimates of Appropriations for the 2014/15 financial year. These appropriations are to Cabinet and are the responsibility of the assigned Minister or Official Member. Three sets of appropriations are the responsibility of Committees of the Legislative Assembly. These allow them to purchase outputs from the Audit Office, the Office of the Complaints Commissioner and Office of the Information Commissioner.

Section C contains the detailed forecast accrual based-Financial Statements for the 2014/15 financial year for the Core Government and the Entire Public Sector.

BASIS OF FINANCIAL INFORMATION

In accordance with the requirements of the Public Management and Finance Law (2013 Revision), all the financial information presented in the Annual Plan and Estimates (and the other budget documents) have been calculated on an accrual accounting basis.

Under Accrual Accounting

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

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SECTION A- ANNUAL PLAN FOR THE 2014/15 FINANCIAL YEAR

**PREPARED IN ACCORDANCE WITH SECTION 24 OF THE PUBLIC MANAGEMENT AND
FINANCE LAW (2013 REVISION)**

2. OVERVIEW OF OUTCOMES FOR 2014/15

BROAD OUTCOME GOALS

The Cabinet has established 12 Broad Outcome Goals to guide its policy actions as follows:

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

SPECIFIC OUTCOMES AND KEY POLICY STRATEGIES

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

BROAD OUTCOME 1 – A STRONG, THRIVING AND INCREASINGLY DIVERSE ECONOMY

Broad Outcome 1	
A STRONG, THRIVING AND INCREASINGLY DIVERSE ECONOMY	
• Work in partnership with the cruise lines to grow the number of annual cruise visitors to 2.1 million by 2015; • Work with industry partners to continue to grow the number of stay over visitors and to enhance the visitor experience at our airports; • Pedestrianize relevant parts of George Town, especially around the 'Waterfront', to improve the shopping, dining, and business environment/experience for visitors and locals alike. Particularly as cruise tourism numbers grow. This will require road works to divert traffic away from pedestrian only areas, as well as to allow for future growth; • Establish a committee to consider and oversee the George Town Revitalization initiative, including making the downtown waterfront areas family friendly and attractive and preserving/improving as best as possible the historic sites and 'ambience' of George Town. Seek private sector involvement to make this a reality; • Consider amending the planning law to allow the development of residential apartments as part of commercial buildings so as to encourage 'mixed use development' downtown that includes condos/apartments within retail/commercial space; • Encourage evening activity & entertainment in an improved downtown atmosphere (live music, outdoor cafes, mood lighting etc.) to bring tourists and locals into George Town after business hours; • Increase the number of taxi & bus licenses in line with increasing tourist numbers; • Utilize part of the 'Tower Building' site as a park/craft market. Additionally consider expanding the existing craft market (with approval of property owner) and also utilizing the old 'farmers market' site as an artisan's market and farmers market; • Work with the Chamber of Commerce on initiatives to encourage & nurture small business growth & development. Including training programs for businesses/entrepreneurs and thoughts on reducing the tax burden on small businesses etc; • Roll back as best as possible any Government fees / duties that negatively impact small business and increase the cost of living to the general public; • Encourage more entrepreneurship amongst Caymanians; • Review whether certain business segments can be relegated as 'for Caymanian participation only'; • Review of Trade & Business license regime to improve the process and make it more efficient for businesses & Government; • Review & modernize the Liquor Licensing Laws with a view to improving efficiency and competitiveness; • Encourage & Enhance Financial services; • Develop short, medium, and long term strategic growth plans around financial services; • Actively seek to attract more re-insurance companies and businesses to Cayman; • Encourage new types of business enterprises that will benefit the Cayman Islands by bringing in new revenue streams and help to diversify the revenue base for Government, and where possible relieve some of the tax burden on other parts of the economy and help reduce the cost of living for residents; and • Continue to work with potential developers, on projects that benefit the Cayman Islands economically and that do not adversely impact the natural environment.	

Broad Outcome 2

A WORK-READY AND GLOBALLY COMPETITIVE WORKFORCE

- Develop welfare to work programmes that ensures that individuals who can work are provided, as a condition of receiving assistance, with job opportunities, & suitable support, that may lead to potential full time positions;
- Enhance the resources of the National Workforce Development Agency (NWDA) and focus their remit to better assist Caymanians who are unemployed; including the full implementation of a new NWDA Job Portal;
- Work with available resources to support & enhance existing vocational training opportunities in the public and private sector;
- Partnership between the Education Council, or other scholarship granting body, and private sector businesses to help ensure that Caymanian students returning home have the opportunity to (i) be placed with a company or business when home on vacation so as to develop work experience; or (ii) after graduation to have an opportunity to work for a company in an apprenticeship role, with the expectation that the job would transition into full time employment once the development period was successfully completed; or (iii) ensure that businesses are made aware of Caymanians returning home with qualifications that may be needed by that business;
- Ensure that the education curriculum is appropriate and up to date and that students receive appropriate career guidance.
- Utilize an appropriate accreditation system that incentivizes/rewards businesses that actively train and employ Caymanians;
- Initiate local discussion on, and establish a committee to review and recommend on, the enactment of a National Minimum Wage as a separate law or as part of a revised Labour Law;
- Establish a Committee to review the establishment of a retirement age of 65 and its implications on both the private and public sectors;
- Development of a 'culture of compliance' of adherence to labour/business related laws through integrated work with key Government and non-governmental organisations;
- Enhanced enforcement of the provisions of the Labour and Pensions Laws;
- Introduce National Apprenticeship and internship programmes;
- Establish registration standards and a quality assurance framework for training institutions; and
- Ensure the provision of training and awareness in occupational safety and health, with a special emphasis on the construction industry

Broad Outcome 3

A MORE SECURE COMMUNITY

- Continue to support the Royal Cayman Islands Police Service and encourage a more proactive method of policing with regard to serious crime rather than a reactive one;
- Continue to seek ways within our available resources to improve the infrastructure at Northward Prison as well as at our juvenile detention centers;
- Enhance the efficiency and effectiveness of the Cayman Islands Fire Service;
- Support the Customs & Immigration services and enhance their capabilities to enforce our laws and protect our borders;
- Enhance the continuum of care for children and families by ensuring that appropriate services and programmes are available for children on Care Orders and Youth Rehabilitation Orders;
- Provision of appropriate rehabilitation services for youth that will offer treatment programmes to address risky behaviours such as drug and alcohol misuse, criminal behaviour, etc;
- Support the work of Hazard Management and the Public Safety Communications units to strengthen the community's ability to respond and deal with emergency situations and disasters;
- Enhance the rehabilitation of offenders to help them to become contributing members of society;
- Provision of treatment services to meet the needs of participants in Drug Rehabilitation Court;
- Provision of public education in regards to social issues such as child neglect, child abuse, elderly abuse in an effort to promote healthy family life and prevent abuse within families;
- Encourage Community Development led activities to strengthen and empower communities to address issues of concern with the community;
- Implement a comprehensive training and development programme for law enforcement and public safety officers;
- Review polices to improve community cooperation and participation in crime prevention; and
- The enhancement of Inter-agency collaboration, co-operation and communication to ensure the needs of at-risk youth in the community are met through a holistic approach;

Broad Outcome 4

A MORE EFFICIENT, ACCESSIBLE AND AFFORDABLE PUBLIC SERVICE

- Establish the mechanisms to improve the development and coordination of Government Policy, encourage innovation and creativity in policymaking, and identify and oversee policy which encompasses a number of ministries and portfolios;
- Create greater administrative efficiency to ensure that all services among Government agencies are provided in a timely, quality- oriented, customer focused, efficient and effective manner;
- Support the improvement of human capital across the Government to create a dynamic and responsive workforce;
- Improve customer satisfaction through timely communication of decisions made;
- Move forward with e-Government initiatives and implement appropriate electronic and web-based portals for Government services;
- Development of training programs and succession plans for the advancement of Caymanians within the Civil Service; and
- Create a performance based organization that appreciates and rewards exceptional work.

Broad Outcome 5

MODERN, SMART INFRASTRATURE

- Continue the development of the Cruise Berthing Port facility, with no upland development, utilizing a Public Private Partnership (PPP) arrangement;
- Redevelopment of the Owen Roberts International Airport;
- Upgrade the George Town Bus depot to provide covered seating and public restrooms;
- Develop a modern waste management facility that includes waste to energy and recycling, via PPP;
- Complete facilities needed by Customs to secure the 'container scanner'; as well as an upgraded Customs warehouse;
- Continue exploration of opportunities for partnerships with the private sector to enhance the Country's infrastructure; and
- Continue to make enhancements to the road network infrastructure across all three islands to support economic development

Broad Outcome 6

A FIT AND HEALTHY POPULATION

- Sensitizing family members and care-givers of mentally ill, elderly and /or disabled persons in regards to their needs and care in order to ensure quality care is provided by those persons;
- Recruit, train and support Foster Care families;
- Encourage fitness and healthy lifestyles in schools and in the community generally;
- Work with the Health Services Authority, private sector partners and Cayman Islands National Insurance Company to lower the cost of health care and improve the quality of medical services available in the Cayman Islands;
- Continued work to assist in developing motor skills and increase physical activity in children and adults to reduce the risks of cardiovascular diseases and produce a healthier society;
- Continue the enhancement and expansion of family therapy services to broaden the range of services available to those residents of our community who may be struggling with issues such as trauma, grief, depression, anxiety, and substance abuse;
- Further develop and enhance the food hygiene and safety programs to improve standards at establishments and institutions;
- Expand environmental health programs in the districts to improve the existing sanitary conditions including rodent control;
- Expand the environmental health educational and promotional programs to students and the public to enable them to do their part in controlling or eliminating environmental health nuisances, risks, and diseases through behavior modification and civic pride;
- Facilitate the promulgation of a new Environmental Health Law (EHL) and Regulations to effectively manage environmental health functions, inclusive of food safety, solid waste management, recycling, and waste to energy facilities;
- Maintain a public education campaign on health insurance in the Cayman Islands;
- Improve disease prevention capability by developing DNA analysis techniques to detect the presence of vector-borne diseases in mosquito populations, with particular emphasis on Dengue Fever, Malaria and West Nile virus; and
- Develop and implement a public education programme to enhance the effectiveness of the MRCU's overall mosquito control strategy by improving public awareness of the issues surrounding mosquito control and encouraging the involvement of the general public in particular control methods.

Broad Outcome 7

A CENTRE OF EXCELLENCE IN EDUCATION

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

Broad Outcome 7 continued

A CENTRE OF EXCELLENCE IN EDUCATION

- To address a minimum of three National Youth Policy goals in weekly/monthly youth programmes;
- Provide opportunities for the youth to be part of decision making forums such as the C.I. Youth Assembly, National Youth Commission, Schools' Student Councils, committees reviewing/updating the Cayman Islands National Youth Policy etc. pertaining to youth issues.
- Establish a culture of high expectations for all of our students, at all levels;
- Develop a solution-focused, no excuses culture amongst all key stakeholders, to tackle underperformance, behaviour issues and other barriers to our students' success;
- Launch an initiative to define key expectations and strengthen the way in which school discipline and student behaviour is managed for the 2014/15 school year;
- Implement new graduation criteria, with academic requirements, and a new High Honours category to inspire and recognise excellence;
- Focus on developing values and citizenship in education;
- Introduce of a new legislative framework for Education;
- 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 ;
- Introduce an enhanced governance structure for education, with a new level of partnership with the private sector, and more devolved responsibilities and greater accountability for all stakeholders;
- Implement the National Strategic Plan for Education;
- Focus on increasing parent, student and other stakeholders' engagement in education;
- Continue focusing on raising standards in Early Childhood Care and Education (ECCE), by implementing a Revised National Framework for Early Childhood Care and Education, and the New Education Council Guidelines for the operation and registration of ECCE Centres;
- Further develop and enhance the effectiveness of CIFEC, to provide a range of high quality options to prepare students for further education, training and entry into the workforce.
- Focus on narrowing the achievement gap between boys and girls;
- Continue to support the further development of the Public Library Service as a critical community resource for personal enrichment, enjoyment and educational needs, as an important component of the national workforce development and training agenda
- Revise and update of the Libraries Law;
- Work towards a strategic alignment of UCCI programmes, course and services, to deliver educational programmes that provide citizens with access to world class educational opportunities, which will position them to successfully participate in and contribute to the core and developing industries in the Cayman Islands economy.
- Support and strengthen the work of the Sunrise Adult Training Centre, to deliver quality vocational training programmes and support services for adults with disabilities.
-

Broad Outcome 8

A CULTURE OF GOOD GOVERNANCE

- Encourage good governance ethos amongst the private sector by requiring that entities contracting with the Government comply with all local laws, including payment of pensions, health insurance and due diligence requirements;
- Review legislation with a view to update and modernize where necessary;
- Enhance administration of Freedom of Information across Government Agencies ;
- Enhance public accountability through the release of relevant and timely audit reports to all stakeholders;
- Return the Cayman Islands to fiscal responsibility by meeting all of the Targets required under the PMFL;
- Develop legislation to improve the governance of statutory authorities and government owned companies; and
- 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).

Broad Outcome 9

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

- Encourage new jobs in the private sector, and where practical in the public sector, for Cayman Brac - including back office jobs;
- Develop the Sports Complex on the Bluff to encourage Sports Tourism on Cayman Brac;
- Convert the Bluff hurricane shelter site to a new Cayman Brac High School campus to replace the present campus;
- Consider a modern development plan for Cayman Brac; and
- Improve airlift and airport infrastructure on Cayman Brac and Little Cayman

Broad Outcome 10

CONSERVATION OF OUR BIOLOGICAL DIVERSITY AND ECOLOGICALLY SUSTAINABLE DEVELOPMENT

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

Broad Outcome 11

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

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

Broad Outcome 12

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

- Continue to work towards requirements for the United Kingdom to extend the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) to the Cayman Islands;
- Provision of a 10 year review and update of the CIG's National Policy on Gender Equity and Equality with a view to establish key implementation priorities moving forward;
- Review the National Committee on Gender and Family Violence (NCGFV) with an aim to revamp the committee's structure and terms of reference;
- Provision of funding for Legal Aid; and
- Provision of infrastructure for compliance with the Constitutional Bill of Rights
- Undertake collaborative research on gender issues in education, in particular the underperformance of boys and young men
- Amend the Gender Equality Law, 2011, and implement relevant recommendations from the Law Reform Commission reports on Sexual Harassment and Stalking

3. OVERVIEW OF KEY POLICY ACTIONS FOR 2014/15

INTRODUCTION

Section 4 to 9 of the Annual Plan and Estimates outline the specific policy actions that the Government intends to pursue during the 2014/15 to support the achievement of the twelve broad outcomes outlined in Section 2.

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

Legislative Measures;

Purchase of Outputs;

Making of Transfer Payments; and

Ownership Actions (which includes):

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

4. REVISED FORECAST FINANCIAL RESULTS FOR 2013/14

Overview of Results

A summary of the 2013/14 revised forecast financial statements of the Core Government is provided in Table 1 below.

Table 1

Summarised 2013/14 Revised Forecast Financial Statements

Financial Measure	Core Government		Entire Public Sector	
	2013/14	2013/14	2013/14	2013/14
	Forecast	Budget	Forecast	Budget
	\$000s	\$000s	\$000s	\$000s
Operating Statement:				
Operating Revenue	652,104	644,664	852,111	845,058
Operating Expenses	(517,014)	(517,966)	(707,711)	(707,794)
Financing Expenses	(30,673)	(31,461)	(36,256)	(37,044)
Core Government Surplus/ (Deficit)	104,417	95,237	108,144	100,220
Net Surplus/ (Deficit) in Investments in Public Authorities	3,727	4,983	0	0
Entire Public Sector Net Surplus/ (Deficit)	108,144	100,220	108,144	100,220
Balance Sheet :				
Borrowings (balance at year end)	548,866	548,866	678,318	678,318
Net Worth at 30th June 2014	1,453,615	1,365,629	1,453,615	1,365,629
Cash Flow :				
Net Operating Cash Flows	119,258	118,899	133,086	143,675
Net Investing Cash Flows	(41,178)	(47,626)	(43,920)	(49,941)
Net Financing Cash Flows	(24,288)	(26,360)	(40,568)	(40,640)
Net Increase/(Decrease) in Cash	53,792	44,913	48,598	53,094
Opening Cash Balance (@ 1st July 2013)	119,810	117,067	205,442	196,965
Closing Cash Balance (@ 30th June 2014)	173,602	161,980	254,040	250,059

Forecast Surplus from Operating Activities

Based on year to date performance and known circumstances and policies existing as at 30th April 2014, the forecast operating surplus for 2013/14 is \$108.1 million. This figure represents a \$7.9 million positive change to the operating position when compared to the approved 2013/14 Budget. The change in operating position is due to higher than expected operating revenues and lower operating expenditure.

Forecast Operating Revenues

The revised revenue forecast of \$652.1 million is some \$7.4 million more than the \$644.7 million originally budgeted for 2013/14. Positive economic growth coupled with the maturation of revenue measures approved during the 2012/13 financial year are the primary drivers of this increase. The most significant areas of better than expected performance are in Other Import Duty which is forecast to be some \$5.1 million above original budget projections and Mutual Fund Administrator Licences which are forecast to be \$4.2 million above original budget projections.

Forecast Operating Expenses

The revised forecast operating expenses of Core Government are expected to be \$547.7 million which is \$1.7 million lower than the \$549.4 million originally budgeted in 2013/14. This is a result of a series of cost reduction measures implemented across government agencies during the current financial year. In particular, the \$3.4 million savings in Personnel Cost, which resulted from restrained recruitment efforts and natural attrition, along with a \$0.8 million decrease in Financing Expenses, due to lower interest expenses resulting from renegotiated interest rates on a portion of the debt portfolio along with savings from minimizing the use of the overdraft facility.

The savings in Personnel Costs and Financing Expenses were partially offset by a forecast increase in the cost of Overseas Medical Care for qualified persons who have either exceeded their personal health insurance coverage or who have no health insurance, which is forecast to be \$15.3 million or some \$1.3 million more than the approved budget of \$14.0 million.

The Net Operating Surplus of Statutory Authorities and Government Owned Companies (SAGC's) is forecast to be approximately \$3.7 million or \$1.3 million less than the \$5.0 million included in the 2013/14 Budget. This is a result of a \$1.2 million deterioration in the Cayman Islands Monetary Authority net operating position which was caused by the delayed implementation of revenue enhancing legislation. This negative variance was partially offset by a \$3.0 million improved operating performance at the Cayman Islands Airports Authority following the assignment of the 2013 Departure Tax increase as revenue of the Authority.

Forecast Cash Position

The 2013/14 closing cash balance is forecast to be \$173.6 million which is \$11.6 million more than the \$162.0 million forecasted in the approved budget. This improved forecast balance is directly related to the better than expected operating performance along with \$2.5 million better than expected dividend to the Government from the Civil Aviation Authority.

Compliance with Principles of Responsible Financial Management

At 30 June 2014, in line with the original approved budget the Government is forecasting to be in compliance with four (4) of the six (6) Principles of Responsible Financial Management. The table on next page details the level of compliance with all principles as specified in Section 14 of the Public Management and Finance Law (2013 Revision).

Table 2

Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance	
	Revised Forecasts for 2013/14	Approved 2013/14 Budget
Operating Surplus : should be positive (Operating surplus = core government operating revenue – core government operating expenses)	Complies Surplus = \$108.14 million	Complies Surplus = \$100.22 million
Net Worth: should be positive (Net worth = core government assets – core government liabilities)	Complies Net Worth = \$1.454 billion	Complies Net Worth = \$1.366 billion
Borrowing: Debt servicing cost for the year should be no more than 10% of core government revenue (Debt servicing = interest + other debt servicing expenses + principal repayments for core government debt, public authorities debt and self-financing loans)	Does Not Comply Debt servicing = 12.1 %	Does Not Comply Debt servicing = 12.2 %
Net Debt: should be no more than 80% of core government revenue (Net debt = outstanding balance of core government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of statutory authority/government company guaranteed debt - core government liquid assets)	Complies Net debt = 78.4 %	Complies Net debt = 72.0 %
Cash Reserves should be no less than estimated executive expenses for 90 Days: (Cash reserves = core government cash and other liquid assets)	Does Not Comply Cash Reserves = 28.4 days	Does Not Comply Cash Reserves = 6.5 days
Financial risks should be managed prudently so as to minimize risk	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.

5. FINANCIAL FORECAST FOR 2014/15

INTRODUCTION

The Government's financial forecasts for 2014/15 are provided in Section C of this document. Those forecasts are summarised and explained in this section of the Annual Plan and Estimates.

In accordance with the requirements of the Public Management and Finance Law (2013 Revision), the financial forecasts for 2014/15 take the form of a full set of accrual based forecast financial statements. The key forecast financial statements are:

- A Forecast Statement of Financial Performance, which reports the budgeted revenues and expenses measured on an accruals basis and the resulting Net Surplus (which is the key measure of Government operating performance);
- A Forecast Statement of Financial Position, which reports the assets and liabilities Government is budgeting to own (or in the case of liabilities, owe) at the end of 2014/15 and the resulting Net Worth (which is the key measure of the Government's financial position);
- A Forecast Statement of Cash Flows, which reports the operating, investing (asset-related) and financing cash flows the Government is budgeting for 2014/15 and the resulting Net Increase/Decrease in Cash and Cash Equivalents (which is a measurement of the Government's cash position); and
- A Forecast Statement of Changes in Net Worth, which reports the increase or decrease in Net worth, the Government is budgeting for 2014/15 and its composition (which is the key measure of the amount citizens have invested in the Government).

In accordance with the requirements of the Public Management and Finance Law (2013 Revision), the forecast financial statements provide two sets of figures; one for the Core Government Sector, and another for the Entire Public Sector. Both of these sets of figures include the financial activity (Financial Performance statement, Statement of Financial Position and cash flow activity) of Public Authorities (Statutory Authorities and Government Companies).

The Core Government comprises the Legislative Assembly, Ministries, Portfolios, Offices and the Judicial Administration. It also includes the operating surpluses/deficits of Public Authorities as a single line in the operating statement entitled '(Profit)/ Loss on Statutory Authorities & Government Companies.' Similarly, the net worth of Public Authorities is recognised in a single line in the Statement of Financial Position entitled 'Net Worth - Public Authorities.'

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

A summary of the forecast financial statements for the 2014/15 financial year are provided in Table 3 below.

Table 3

Summary of 2014/15 Forecast Financial Statements

Financial Measure	Core Government		Entire Public Sector	
	2014/15	2013/14	2014/15	2013/14
	Budget	Forecast	Budget	Forecast
	\$000s	\$000s	\$000s	\$000s
Operating Statement:				
Operating Revenue	657,773	652,104	872,655	852,111
Operating Expenses	(508,313)	(517,014)	(710,903)	(707,711)
Financing Expenses	(28,525)	(30,673)	(33,722)	(36,256)
Core Government Surplus/ (Deficit)	120,935	104,417	128,030	108,144
Net Surplus/ (Deficit) in Investments in Public Authorities	7,095	3,727	0	0
Entire Public Sector Net Surplus/ (Deficit)	128,030	108,144	128,030	108,144
Balance Sheet :				
Borrowings (balance at year end)	523,482	548,866	632,562	678,318
Net Worth at 30th June 2014	1,594,165	1,453,615	1,594,165	1,453,615
Cash Flow :				
Net Operating Cash Flows	152,191	119,258	186,992	133,086
Net Investing Cash Flows	(44,290)	(41,178)	(43,260)	(43,920)
Net Financing Cash Flows	(25,378)	(24,288)	(40,516)	(40,568)
Net Increase/(Decrease) in Cash	82,523	53,792	103,216	48,598
Opening Cash Balance (@ 1st July)	173,602	119,810	254,040	205,442
Closing Cash Balance (@ 30th June)	256,125	173,602	357,256	254,040

Financial Performance Forecast for 2014/15

Operating Revenues are forecast to be \$657.7 million; Operating Expenditures are forecast to be \$508.3 million; and Financing Expenses are forecast at \$28.5 million. This results in a Core Government Net Operating Surplus of \$120.9 million. After factoring in the forecast net Operating Surplus of the Statutory Authorities and Government Owned Companies of \$7.1 million, the Core Government is forecast to record a net surplus of \$128.0 million. This surplus amount is \$19.9 million greater than the forecast surplus for the 2013/14 financial year.

For the 2014/15 financial year, the government is forecasting approximately \$657.8 million in revenues. This consists of \$624.9 million in coercive revenue and approximately \$32.8 million in entity revenue. In 2014/15 revenues are forecast to be approximately 0.9% higher than in 2013/14. This forecast is very conservative and does not include any provision for the introduction of major new revenue measures. The revenue projections also reflect the hypothecation of \$10.0 million in revenue to the National Roads Authority to reflect the change in how that Authority is funded along with a discount of \$8.2 million for the Government's proposed economic incentives for the 2014/15 financial year.

The forecast operating expenses of \$508.3 million (excluding Financing Expenses) represent a \$8.7 million decrease from the 2013/14 forecast operating expenditures.

Personnel costs are forecast to increase from \$234.3 million in 2013/14 to \$241.8 million for 2014/15. This increase results primarily from the full year impact of staff hired late in the 2013/14 fiscal year and policy decisions to hire essential "front-line" personnel during 2014/15 for Police, Prisons, Fire, Immigration and Customs – all of which was partially offset by a continued managed vacancy budgeting strategy.

Supplies and Consumables expense is forecast to decrease from \$91.0 million in 2013/14 to \$87.8 million in 2014/15. This is primarily due to reductions in professional fees, supplies and materials, computer software maintenance and in annual lease costs due to continued consolidation of the lease estate as a result of agencies moving into the Government Administration Building.

Outputs from Non-Government Output Suppliers are forecast to decrease from \$26.7 million in 2013/14 to \$22.7 million in 2014/15. Significant items in the category of expenditure are: overseas medical care for qualified persons who have exceed their personal health insurance benefits or who have no health insurance, this is budgeted to decrease by \$3.8 million from the \$15.3 million forecast for 2013/14; and Legal Aid Services which is budgeted at \$2.5 million for 2014/15.

Outputs from Public Authorities are forecast to decrease from \$100.7 million in 2013/14 to \$94.1 million in 2014/15. This is primarily due to: a \$3 million reduction in funding by Government to the Cayman Islands Monetary Authority - arising from an expected increase in third party revenues to the Authority in 2014/15 (resulting from recently passed legislation that imposes an annual fee payable with respect to Hedge Funds Directors); and a \$4 million reduction in Outputs from the National Roads Authority to account for a change in how that Authority is funded. In 2014/15 the Authority will receive a portion of import duty on gasoline imports.

Transfer Payments are forecast to decrease from \$32.9 million in 2013/14 to \$ 31.3 million in 2014/15. This change is principally due to: a decrease in Young Nation Builders scholarships of \$0.8 million, a decrease in Ex-gratia Benefit payments to Seamen of \$0.3 million, the removal of a one-time transfer

payment in 2013/14 for law enforcement equipment services of \$0.3 million, and a decrease in Sister Islands Home Repair Assistance of \$0.3 million.

Net Surplus in Public Authorities is forecast to increase from \$3.7 million in 2013/14 to \$7.1 million in 2014/15. This is mainly due to budgeted surpluses from some Authorities offset by operating losses by others. The main surplus- making Authorities are: the Cayman Islands Airports Authority (\$7.9 million); Civil Aviation Authority (\$2.4 million); Water Authority (\$2.3 million); Cayman Islands Monetary Authority (\$1.7 million); and Port Authority (\$1.5 million). The main loss making Authorities are: Cayman Turtle Farm (1983) Limited (\$7.8 million); and the Cayman Islands National Insurance Company (\$1.3 million).

Other Operating Expenses are forecast to increase from \$3.7 million in 2013/14 to \$4.5 million in 2014/15. This \$0.8 million increase is the result of making accounting provisions for possible claims against the Government for third party loans and debts guaranteed by the Government. The increase was partially offset by a reduction in Compensation payments of \$0.1 million.

The net cash flows from operations are forecast to be \$152.2 million. This means that operating receipts are forecast to be \$152.2 million greater than operating payments for the year. Net cash outflows from investing activities are forecast to be \$44.3 million. This outflow is being financed by the Operating Surplus as there are no new borrowings in the 2014/15 year.

The balance of public debt at 30 June 2015 is forecast to be \$523.5 million this down from \$548.8 million at 30 June 2014 and is the result of no new borrowings in 2014/15 and the repayment of \$25.3 million in principal during 2014/15.

The total cash and cash equivalents position at the end of 2014/15 are forecast to be \$256.1 million: comprised of \$129.9 million in Operating Bank Account balances and \$126.2 million in restricted funds.

The 2014/15 Budget is consistent with the targets and specific policies set out in the 2014/15 Strategic Policy Statement, which in turn is consistent with the Government's Medium Term Fiscal Strategy 2013-17 that was agreed to by the Foreign and Commonwealth Office on 22 August 2013.

6. COMPLIANCE WITH 2014/15 STRATEGIC POLICY STATEMENT AND PRINCIPLES OF RESPONSIBLE FINANCIAL MANAGEMENT

INTRODUCTION

As required by the Public Management and Finance Law (2013 Revision), this section compares the Government's performance outlined in this Annual Plan and Estimates (including the financial forecasts provided in Section C and summarised in section 4) with the parameters established in the Strategic Policy Statement (SPS) for 2014/15, and the Principles of Responsible Financial Management contained in section 14 of the Public Management and Finance Law (2013 Revision).

As outlined in section 23 (2) of the Public Management and Finance Law (2013 Revision), the Strategic Policy Statement provides a summary of the broad outcomes, specific outcomes, and the links between them, that the Governor in Cabinet intends to achieve in the next financial year and for at least the following two financial years.

COMPLIANCE WITH 2014/15 STRATEGIC POLICY STATEMENT

Outcomes

The 2014/15 Strategic Policy Statement published on 21 November 2013 defined the Government's twelve broad outcomes and the related specific outcomes. The strategies, proposed legislation, and key policy actions included in the 2014/15 budget are all consistent with these outcomes.

The broad and specific outcomes outlined in section 2 of the Annual Plan and Estimates are consistent with those in the Strategic Policy Statement. The policy actions are consistent with those specific outcomes. The relationship between the specific outcomes and the policy actions are documented in section 2 of the Annual Plan and Estimates.

Fiscal and Policy Strategies

The Government's fiscal and policy strategies were outlined in the 2014/15 Strategic Policy Statement, and has four elements: prudent fiscal management; facilitating private sector economic growth; an educated, work-ready populace; and developing and modernizing our infrastructure. The 2014/15 Budget was prepared taking into account these approved fiscal strategies.

Aggregate Financial Targets

Table 4 provides a comparison of the financial forecasts for 2014/15 with the aggregate financial targets for the Core Government for 2014/15 as set out in the Strategic Policy Statement.

Table 4

Comparison of SPS Aggregate Targets and the 2014/15 Budget Forecast

Financial Measure	Core Government		
	2014/15 Budget \$'000's	2014/15 SPS Target \$'000's	Variance (over)/ under \$'000's
Operating Targets			
Total Revenue	657,773	655,263	2,510
Total Expenses	529,743	531,800	2,057
Personnel Costs	241,763	240,605	(1,158)
Supplies and Consumables	87,761	87,712	(49)
Depreciation	26,844	27,972	1,128
Amortisation of Intangible Assets	908	0	(908)
Financing Expenses	28,525	29,708	1,183
Litigation Costs	384	0	(384)
Outputs from SAGC's	94,069	95,389	1,320
Outputs from Non-Governmental Suppliers	22,695	23,102	407
Transfer Payments	31,284	31,627	343
Other (Gains)/ losses	(1,883)	(1,976)	(93)
Other Operating Expenses	4,488	3,144	(1,344)
(Profit)/ Loss on SAGC's	(7,095)	(5,483)	1,612
Net Surplus (Deficit)	128,030	123,463	4,567
Balance Sheet Targets			
Borrowings (balance at year end)	523,482	523,495	13
Net Worth	1,594,165	1,465,396	128,769
Cash Flow Targets			
Net Cash Flows from Operating Activities	152,191	144,731	7,460
Net Cash Flows from Investing Activities	(44,290)	(42,297)	(1,993)
Net Cash Flows from Financing Activities	(25,378)	(25,371)	(7)
Net Movement in Cash	82,523	77,063	5,460
Closing Cash Balance	256,125	240,070	16,055
Ratios			
Debt Service Ratio (%)	11.3%	16.1%	(4.8%)
Net Debt Ratio (%)	61.2%	51.4%	(9.8%)
Cash Reserves (days)	43.3	41.0	2.3

Overall, the 2014/15 Budget compares favorably with the financial targets established in the 2014/15 Strategic Policy Statement (SPS) with higher Operating Revenues, lower Operating Expenses, a better net surplus and higher cash balances.

Net Operating Surplus

The key operating measure is the “Net Surplus”. The 2014/15 budget forecasts are \$4.5 million higher than the target established for this measure in the SPS. Operating Revenue is \$2.5 million more than the SPS, mainly as a result of improved performance in various revenue streams which have been stimulated by the overall recovery in the economy. The total Operating Expenditures (excluding profit on SAGC’s) are in line with the SPS. There are a few negative variances where certain items are higher than SPS forecast but these have been offset by areas which are below the SPS forecast.

Operating Expenditure

The increase in Personnel Costs of \$1.2 million over the SPS forecast is a result of the need to fill vacancies in front line positions across the public safety and security areas of Police, Prisons, Fire, Immigration and Customs. In addition, the net effect of the full year impact of partial year hires in 2013/14 has increased Personnel Costs.

Outputs from SAGC’s compare favourably with the SPS forecast, in part because the Cayman Islands Monetary Authority (CIMA) output was reduced by \$3 million. In exchange CIMA will collect revenue from the new Directorship Hedge Fund Fee.

The positive variance in Financing Expenses of \$1.2 million is the result of successful efforts to renegotiate lower fixed term interest rates for some existing loans along with a lower debt balance.

Other Operating Expenses increased by \$1.3 million compared to the SPS forecast due to accounting provisions for possible claims against the Government for third party loans and debts guaranteed by the Government.

The 2014/15 Budget forecasts a combined Net Surplus of \$7.1 million for SAGC’s; this is some \$1.6 million higher than the SPS target. The variance is a result of updated forecasts from the SAGC’s and reflects post-SPS decisions regarding their planned 2014/15 operations. Among the SAGC’s, for 2014/15 the Cayman Islands Airports Authority is forecast to record the highest net surplus of \$7.9 million and the Cayman Turtle Farm (1983) Limited is forecast to record the largest deficit of \$7.8 million.

In relation to balance sheet activities, the 2014/15 year-end balance of borrowings of \$523.6 million is exactly in line with the SPS target. This reflects the Government’s commitment to no new borrowings. Capital Expenditures and Equity Investments are forecast to be \$47.0 million which is consistent with the SPS forecast.

The 2014/15 forecast closing cash balance of \$256.1 million is some \$16.1 million better than the SPS target.

COMPLIANCE WITH PRINCIPLES OF RESPONSIBLE FINANCIAL MANAGEMENT

Table 4 below summarises the extent to which the financial forecasts contained in this Annual Plan and Estimates comply with the Principles of Responsible Financial Management specified in the Public Management and Finance Law (2013 Revision).

Table 4

Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance
	2014/15 Budget
Operating Surplus: should be positive (Operating surplus = core government operating revenue – core government operating expenses)	Complies Surplus = \$128.03 million
Net Worth: should be positive (Net worth = core government assets – core government liabilities)	Complies Net Worth = \$1,594 million
Borrowing: Debt servicing cost for the year should be no more than 10% of core government revenue (Debt servicing = interest + other debt servicing expenses + principal repayments for core government debt, public authorities debt and self-financing loans)	Does Not Comply Debt servicing = 11.3% (However, Government has until 30 June 2016 to comply with the 10% limit for this Ratio: a further year to achieve compliance)
Net Debt: should be no more than 80% of core government revenue (Net debt = outstanding balance of core government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of statutory authority/government company guaranteed debt - core government liquid assets)	Complies Net debt = 61.2%
Cash Reserves should be no less than estimated executive expenses for 90 days: (Cash reserves = core government cash and other liquid assets)	Does Not Comply Cash reserves = 43.3 days (However, Government has one further year to comply with this Ratio.)
Financial Risks should be managed prudently so as to minimise risk	Complies Insurance cover exists for key assets and major potential liabilities. Hurricane preparedness and response strategy in place

7. LEGISLATIVE MEASURES FOR 2014 /15

The Cabinet intends to introduce a number of new legislative measures to the Legislative Assembly during the 2014/15 financial year. The major pieces of planned legislation are outlined below.

Table 5
Planned Legislative Measures

Planned Legislation	Purpose	Broad Outcome
Trade and Business Licensing Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action.	A Strong, Thriving and Increasingly Diverse Economy
Special Economic Zones Law	To provide for improved oversight of special economic zones through the Special Economic Zones Authority.	A Strong, Thriving and Increasingly Diverse Economy
Local Companies (Control) Law	Modernisation of licensing regime and to keep in line with proposed changes to Trade & Business Licensing Law.	A Strong, Thriving and Increasingly Diverse Economy
Liquor Licensing Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action.	A Strong, Thriving and Increasingly Diverse Economy
Cinematograph Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action.	A Strong, Thriving and Increasingly Diverse Economy
Music and Dancing (Control) Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action.	A Strong, Thriving and Increasingly Diverse Economy
Development Bank Law	Various operational issues to be addressed and to strengthen board governance.	A Strong, Thriving and Increasingly Diverse Economy
Limited Liability Companies Law	To provide for the formation and registration of exempted limited liability companies.	A Strong, Thriving and Increasingly Diverse Economy
Limited Liability Partnership Law	To provide for limited liability partnerships.	A Strong, Thriving and Increasingly Diverse Economy

Planned Legislation	Purpose	Broad Outcome
Powers of Attorney Law	To correct long-standing deficiencies or technical errors in Trusts legislation.	A Strong, Thriving and Increasingly Diverse Economy
Property (Miscellaneous Provisions) Law	To correct long-standing deficiencies or technical errors in Trusts legislation.	A Strong, Thriving and Increasingly Diverse Economy
Trusts Law	To correct long-standing deficiencies or technical errors in Trusts legislation.	A Strong, Thriving and Increasingly Diverse Economy
Public Accountants Law	To provide a modernised system for the regulation of public accountants.	A Strong, Thriving and Increasingly Diverse Economy
Trademarks Law	To introduce a local framework for trademark registration.	A Strong, Thriving and Increasingly Diverse Economy
Copyright Law	To introduce a local framework for copyright protection.	A Strong, Thriving and Increasingly Diverse Economy
Auditors Oversight Law	Minor amendments identified, which are necessary for transitional provisions and operational considerations.	A Strong, Thriving and Increasingly Diverse Economy
Amendments to the Public Service Management Law and Personnel Regulations	To facilitate efficiencies, comply with other legislative changes including the Gender Equality Law and the Bill of Rights, and other incidental purposes.	A Strong, thriving and increasingly diverse economy. A work-ready and globally competitive workforce. A culture of good governance
Immigration Amendments	Reform Work Permit requirements to improve administration efficiency and enforcement.	A Work-Ready and Globally Competitive Workforce
Libraries Legislation	To update the Libraries Law to reflect modern Library operations.	A work-ready and globally competitive workforce
National Workforce Development Law	To underpin the work of the new National Workforce Development Agency.	A work-ready and globally competitive workforce

Planned Legislation	Purpose	Broad Outcome
Rehabilitation of Offenders Law	Modernise to facilitate equitable employment and /or travel opportunities for ex-offenders, in support of offender re-entry/ rehabilitation.	A Work-Ready and Globally Competitive Workforce A More Secure Community
Postal Law (1997 Revision) Postal Regulations (2007 Revision)	To update outdated services and fees as well as establish new services and fees in legislation.	A Work-Ready and Globally Competitive Workforce
Police Law	Address police complaints, and Human Rights anomalies, as well as staffing.	A More Secure Community
National Drug Council	Modernise the NDC law to keep pace with developments in Anti-Drug programme needs.	A More Secure Community

The Traffic (Amendment) Regulations, 2013	Amendment to create a fee structure for the proposed two categories of pedal cycles.	A more secure community
Road Code (Amendment), 2013 Edition	Changes with the issue on entrance / exit and lane changes to roundabouts and other incidental amendments.	A more secure community
Conditional Release Law	To provide a modern parole system for the conditional release of offenders.	A more secure Community. Modern, smart infrastructure
Traffic Law, 2012	Amendments required to reflect the technology of motorized pedal cycle.	A more secure community
The Traffic (Categorisation & Grouping) Regulations, 2013	Amendment in order to register and license pedal cycles in two separate categories, (i) pedal cycle with power unit in excess of 250 watts; and (ii) pedal cycle capable of exceeding 15 MPH. (This will allow for those pedal cycles below the specifications not to be registered and licensed under the current legislation and be treated as ordinary bicycles).	A more secure community

Planned Legislation	Purpose	Broad Outcome
Public Service Pensions Law	To facilitate an increase in the normal retirement age.	A more efficient, accessible and affordable public service
Amendment to the Financial Regulations	To improve the Government's Financial Management System.	A More Efficient, Accessible and Affordable Public Service A Culture of Good Governance
Amendment to the Public Management and Finance Law	To improve the Government's Financial Management System.	A More Efficient, Accessible and Affordable Public Service A Culture of Good Governance
FOI Law Reform	Review & recommendations of the FOI Law to improve exemptions, the appeal process, increasing the effectiveness of the ICO, to clarify roles and responsibilities where necessary, and improving procedural effectiveness of the Law. There will also be consequential amendments to the FOI Law following the possible adoption of the Data Protection Law by the Legislative Assembly.	A more efficient, accessible and affordable public service

Planned Legislation	Purpose	Broad Outcome
Data Protection Bill implementation	To provide the Information Commissioner's Office with powers in relation to enforcement of the new Data Protection regime in both the public and private sector.	A more efficient, accessible and affordable public service
Amendment to the Custom's Tariff Law	To amend the Harmonised Commodity Description and Coding System and to correct typos.	Modern, Smart Infrastructure
Prison Law & Prison Rules 1999	To support the modernization of the Prison Service to keep pace with Human Rights & to support best practices in corrections.	Modern, Smart Infrastructure. More Secure Community
Fire Brigade Law & Associated Orders & Codes	Review the Fire Brigade Law, Orders & Codes to ensure that they reflect current best practices in fire safety & prevention & meet current needs.	Modern, Smart Infrastructure. More Secure Community
Cancer Registry Law & Regulations	To provide for mandatory reporting on the incidence of cancers and the establishment of a cancer registry.	A fit and healthy population
Human Tissue Transplant Regulations	To prepare Regulations for the Human Tissue Transplant Law so that human tissue transplantations can be performed legally in the Cayman Islands.	A fit and healthy population
Pharmacy Law Regulations	To provide for the improvement of pharmaceutical services and dealings in pharmaceutical products.	A fit and healthy population
Education Legislation	To provide revised legislation to support improvements in education	A centre of excellence in education
Public Authorities Law	To provide for the improved governance of statutory authorities and government companies.	A culture of good governance.

Planned Legislation	Purpose	Broad Outcome
Auditor General's Act	To align with new constitution and ensure the independence of the Office of the Auditor General	A Culture of Good Governance
Amendments to the Labour Law	To provide for a number of important amendments to support the country's labour regime	A culture of good governance
Amendments to the Pensions Law	Amendments to support the country's pensions regime	A culture of good governance
Restricted Marine Areas (Designation) Regulations	Change to grouper spawning aggregation sites boundaries.	Conservation of our Biological Diversity and Ecologically Sustainable Development
Pipeline Regulation	Safe installation and operation of pipelines	Conservation of our biological diversity and ecologically sustainable development
The Roads(Prohibited vehicles) Regulation(Petroleum)	Limiting the Transfer of Dangerous Substances in central George Town during peak traffic.	Conservation of our biological diversity and ecologically sustainable development
The Dangerous Substances Handling and Storage (Operating Permits) Regulations	Safe operation of sites dealing in Dangerous Substances and fee collection.	Conservation of our biological diversity and ecologically sustainable development
Amend the Dangerous Substances Handling & Storage Law, 2003	Amendments to enable the issuing of remediation notices to operators & owners of sites storing Dangerous Substances	Conservation of our biological diversity and ecologically sustainable development
Animals Law 2011 Revision	To control the movement of animals and animal-related items into and within the Cayman Islands; to prevent the introduction and spread of prescribed diseases (animal diseases) within the lands and from other countries; to ensure the safe and humane movement of animals to and from the islands.	A Robust Agriculture Sector Suited to the Needs & Resources of the Country
Poor Persons Regulations	Regulations to specify the criteria and conditions under which poor relief will be awarded.	Equity and Justice in a Society that Values the Contributions of all

8. ECONOMIC OVERVIEW - CAYMAN ISLANDS ECONOMY

Introduction

The domestic economy continued to recover in 2013 albeit at a slower rate than in 2012. Higher growth is expected for 2014, conditional on the upturn of domestic private sector investments and upbeat prospects for the major source markets. This section presents the forecasts for FY 2014/15 to FY 2016/17 and their major assumptions along with a review of the domestic and global economic performance in 2013.

World Economic Performance and Forecasts¹

Global demand picked up in the second half of 2013, which pushed global output by 3.0 percent, slightly lower than the 3.2 percent recorded in the preceding year. The uptick in global economic activity originated mainly from the advanced economies as the emerging markets had slower growth. The advanced economies altogether expanded by 1.3 percent, slightly weaker than the 1.4 percent growth recorded in 2012. Emerging and developing countries continued to record the strongest performance as compared to other regions of the world in 2013, at a rate of 4.7 percent although this is lower than the 5.0 percent achieved in 2012.

Global economic output is expected to grow stronger at 3.6 percent in 2014. The advanced economies which are the main markets for the Cayman Islands' financial and tourism services are also projected to turn in higher economic performance, growing at 2.2 percent in 2014.

Economic recovery in the US slowed in 2013 with a 1.9 percent growth, contributed largely by the faster-than-expected 3.25 percent growth in the latter half of 2013. The latter was led by buoyant domestic demand, robust inventory accumulation, and strong export growth. A hefty fiscal consolidation effort was estimated by the IMF to have shaved-off between 1.25 and 1.5 percentage points from GDP growth. The US economy is projected to pace stronger at 2.8 percent in 2014.

Most of the advanced economies generally posted stronger economic performance in 2013 than the preceding year. Canada grew by 2.0 percent and is also expected to improve at 2.3 percent in 2014.

Economic activity in the Euro area shrunk for the second consecutive year, this time by 0.5 percent, albeit an improvement on the 0.7 percent decline in 2012. The area continued to be impacted by the sovereign debt crisis in periphery countries in 2011 and 2012 which led to fiscal weakening and weak domestic demand. Germany turned out a weaker economic performance (0.5%) in 2013 compared to 2012 (0.9%). Economic growth in France, Italy, Spain, Belgium, Greece, Portugal, Finland, Cyprus and Slovenia declined, however, at a slower rate than in 2012. With easier credit conditions and increased consumer confidence, growth in the United Kingdom (UK) improved to 1.8 percent in 2013 to 0.3 in 2012.

Economic expansion slowed to 4.7 percent in emerging and developing economies in 2013. Revival of exports was supported by the improvement of demand from advanced economies. China, the largest Asian economy, led the performance with a 7.7 percent GDP growth during this period.

¹ This assessment is based on the World Economic Outlook (International Monetary Fund, April 2014).

Table 1: Comparative Macroeconomic Forecasts (%)

	2011	2012	2013*	Forecasts	
				2014	2015
Real GDP growth (%)					
Cayman Islands	0.9	1.4	1.2	1.9	2.0
United States	1.8	2.8	1.9	2.8	3.0
World	3.9	3.2	3.0	3.6	3.9
Consumer Prices Inflation (%)					
Cayman Islands	1.3	1.2	2.2	1.8	2.2
United States	3.1	2.1	1.5	1.4	1.6
Advanced economies	2.7	2.0	1.4	1.5	1.6
Unemployment Rate (%)					
Cayman Islands	6.3	6.2	6.3	6.1	5.8
United States	9.0	8.1	7.4	6.4	6.2
Advanced economies	7.9	8.0	7.9	7.4	7.3
Current account of the Balance of Payments (% of GDP)					
Cayman Islands	(18.1)	(18.9)	(18.0)	(17.4)	(18.4)
United States	(3.1)	(2.7)	(2.3)	(2.2)	(2.6)
Advanced economies	(0.2)	(0.1)	0.4	0.5	0.4

*Cayman Islands GDP and current account data for 2012 are actuals; for 2013, these are estimates based on indicators.

Sources: IMF World Economic Outlook (April 2014) for the United States and global data; Cayman Islands Government, Economic and Statistics Office for the Cayman Islands data.

The Cayman Islands' Economic Performance and Forecasts for FY 2014/15

Output (GDP) Growth. Economic output increased for the third consecutive year, this time by 1.2 percent, slightly higher than the 1.4 percent in 2012 and 0.9 percent in 2011.

Growth in 2013 was generated largely by the service sectors led by hotels and restaurants, transport, storage and communication, real estate, renting and business activities, and financing and insurance.

Strong growth (7.4%) in the stay-over segment of tourism boosted the performance of the hotels and restaurants sector (6.6%) as well as transportation, storage and communication sectors (2.4%). The latter was also facilitated by higher volume of cargo transportation despite a reduction in cruise transport. An expansion in the broadband market supported a marginal growth in telecommunication activities.

Financing and insurance services sector which accounts for the largest share of GDP was estimated to have expanded by 1.7 percent compared to 2.0 percent a year ago. Value added from insurance services rose by 7.5 percent as the increase in gross premiums outweighed net claims. Higher interest income in the local banking sector indicates modest growth.

Real estate, renting and business activities value added was estimated to have increased by 1.3 percent, as both business services and real estate activities were enhanced by higher registration of companies and property transfers during the year.

Some sectors declined in 2013. Value added of government services contracted by 1.5 percent due mainly to the combined effects of lower staff levels and reduction in capital expenditure. Wholesale and retail trade activity declined by 2.1 percent as indicated by the imports of non-oil related goods (adjusted for inflation). Similarly, a lower quantity of major building materials imports indicates a decline in the volume of construction activity.

Based on the economic performance of 2013 and the forecast for 2014, GDP growth the FY 2014/15 is now placed at 2.0 percent.

Inflation. In 2013, consumer prices rose on average by 2.2 percent, as compared to 1.2 percent in the preceding year. All major categories in the CPI basket had higher inflation rates except for housing and utilities and recreation and culture.

Inflation in 2013 can be traced mainly to higher prices of alcohol and tobacco, household equipment, clothing and footwear, education, food and non-alcoholic beverages, and miscellaneous goods and services. The strong growth in alcohol and tobacco index by 9.8 percent was due primarily to higher import duties implemented in mid-year 2012.

Average inflation is forecasted at 1.8 for 2014, based on projected higher global prices of non-oil commodities, and a marginally higher inflation forecast for the US. Forecast inflation rate for FY 2014/15 is 2.0 percent.

Employment. In 2013, a lower population size and lower labor participation rate led to a decline in the labour force by 0.8 percent to settle at 38,483. The decline was also indicated by a 6.5 percent decrease in work permits to 19,432.

Total employment declined by 0.9 percent to 36,070 persons, traced mainly to the 6.7 percent loss in non-Caymanian employment while Caymanian employment improved by 6.1 percent. The unemployment rate deteriorated modestly to 6.3 percent; however, Caymanian unemployment rate fell to 9.4 percent from 10.5 percent in 2012.

Conditional on the projected moderate GDP growth in 2014, the unemployment rate is forecast to fall slightly to 6.1 percent. The resulting forecast unemployment rate for FY 2014/15 is placed at 6.0 percent, an improvement from 6.2 percent for FY 2013/14.

Current Account². In 2013, merchandise imports rose to \$774.5 million, 2.1 percent higher compared to a year ago. The growth was largely a result of the higher value of fuel imports and non-oil consumer goods.

The country's current account deficit was estimated to have narrowed by 1.3 percent to \$479.5 million, or 18.0 percent of GDP in 2013 due mainly to an increase in the inflow of funds arising from higher visitor expenditure and business services.

Estimated inflows from visitor expenditures dominated the inflow of funds. This was estimated at \$409.7 million, higher by 2.4 percent from a year ago due to strong growth in air arrivals despite a slump in cruise arrivals. Meanwhile, receipts from financial services were estimated at \$405.7 million, an increase of 1.8 percent as new company registrations rebounded from the decline a year ago. Workers remittances were marginally lower as foreign employment decreased.

In 2014, higher projected imports and remittances are estimated to outweigh tourism and financial services receipts from abroad, widening the current account deficit to 17.9 percent of GDP. The resulting forecast for FY 2014/15 is 17.9 percent of GDP.

Economic Assumptions and Forecasts for Financial years 2015/16 to 2016/17

GDP Growth. Overall economic growth of the Cayman Islands in the next three fiscal years is foreseen to be on the uptrend, although conditional on improved growth projection for the advanced economies starting in 2014. Growth prospects will continue to rely heavily on domestic private investments since government spending is not expected to play any major role in stimulating the economy due to the government's commitments in the Framework for Fiscal Responsibility.

The construction and services sectors are expected to spearhead economic growth in the medium-term. A number of public and private sector investment projects are in the pipeline such as the redevelopment of the Owen Roberts International Airport Terminal; a modern cruise ship berthing facility; the development of the

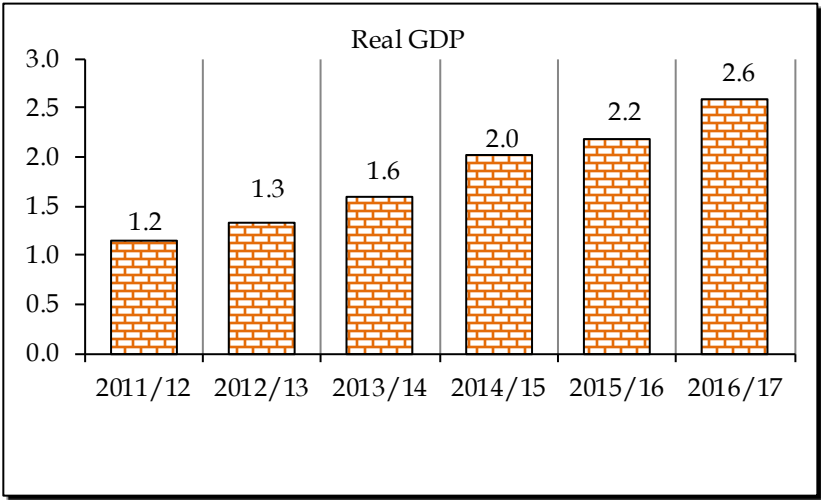
² The current account of the balance of payments measures the total value of the country's transaction against the rest of the world in terms of trade in goods and services, income and transfers. A deficit in the current account means that the Cayman Islands made more payments to the rest of the world compared to its receipts from these transactions.

new Kimpton Hotel on Seven Mile Beach; redevelopment of the former Hyatt Beach Suites Hotel. Phase II of Narayana Health City is also in the business planning stage.

Domestic demand is expected to be stimulated from the construction phase of these projects. Additionally, upbeat forecasts for the advanced economies, primarily the US, over the medium-term are likely to contribute to continued growth in tourism services and stronger recovery for financial services.

The above external and domestic assumptions support a forecast growth of real GDP in 2014/15 of 2.0 percent (see Figure 1). Moderate improvement in the growth rate to 2.2 percent for FY 2015/16 and stronger growth of 2.6 percent are forecasted for FY 2016/17.

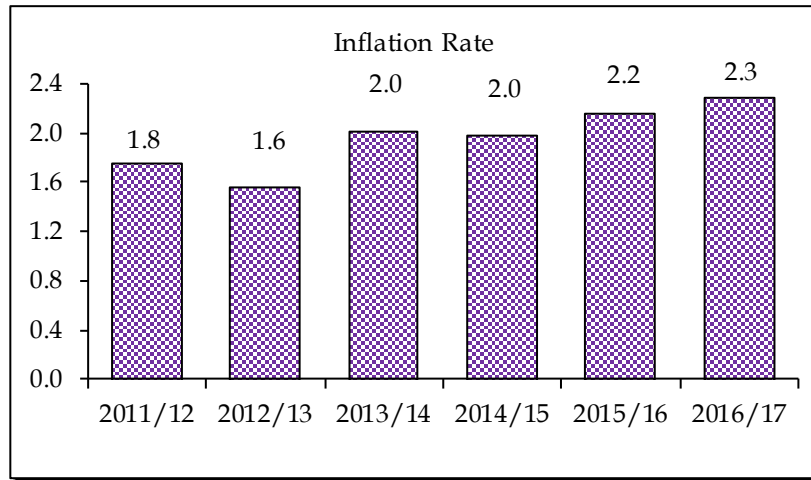
Figure 1: Cayman Islands’ Real GDP Growth (%)



Source: Cayman Islands Government (Economics and Statistics Office)

Inflation Rate. Slightly higher inflation rates are projected in the next fiscal years as domestic demand for goods and services are likely to be boosted by the increase in tourism and the implementation of various development projects (see Figure 2). For FY 2014/15, inflation is forecasted at 2.0 percent. In succeeding years, this will inch up to 2.2 percent and 2.3 percent in FY 2015/16 and FY 2016/17 respectively. Inflationary pressures are likely to arise from the construction of proposed hotel projects coupled with increased demand from the initial operational phases of the Narayana Health City.

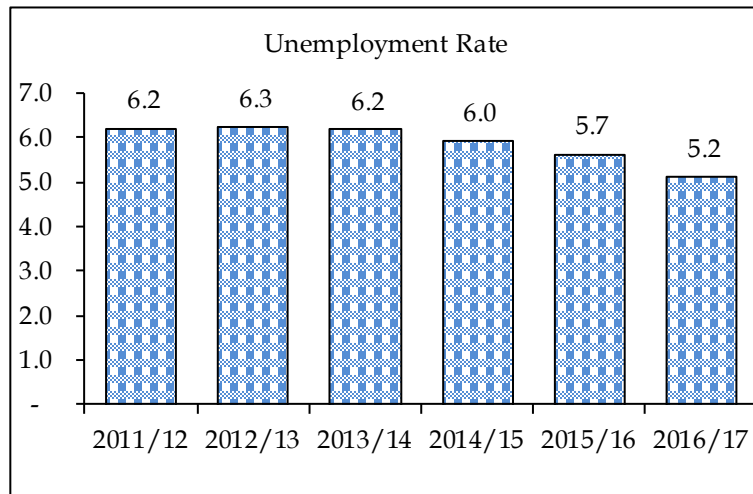
Figure 2: Cayman Islands' Inflation Rates (%)



Source: Cayman Islands Government (Economics and Statistics Office)

Employment. New employment is expected to be created directly and indirectly from the list of proposed construction projects in particular Kimpton Hotel and the operation of Narayana Health City Phase I. Unemployment rate is forecasted at 6.0 percent in FY 2014/15, followed by gradual improvements to 5.7 percent in FY 2015/16 and 5.2 percent in FY 2016/17 (see Figure 3).

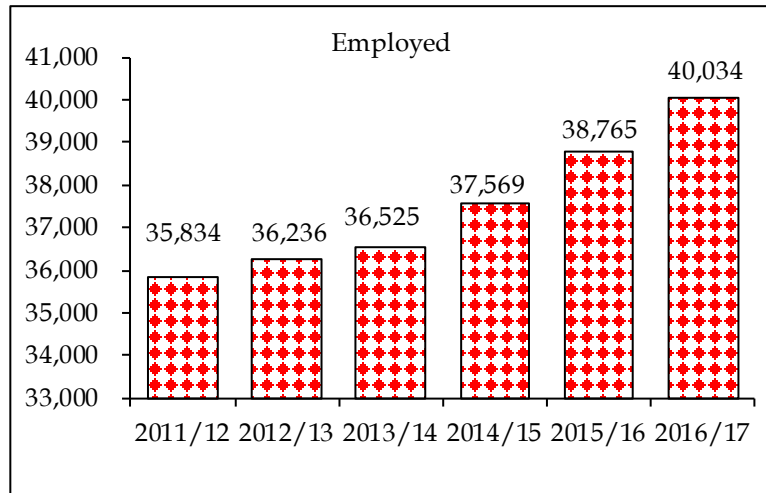
Figure 3: Cayman Islands' Unemployment Rates (% of Labour Force)



Source: Cayman Islands Government (Economics and Statistics Office)

Sustained improvements in the employment level are expected in the next two years from 38,765 in FY 2015/16 to 40,034 in FY 2016/17 (see Figure 4).

Figure 4: Cayman Islands' Employment Level

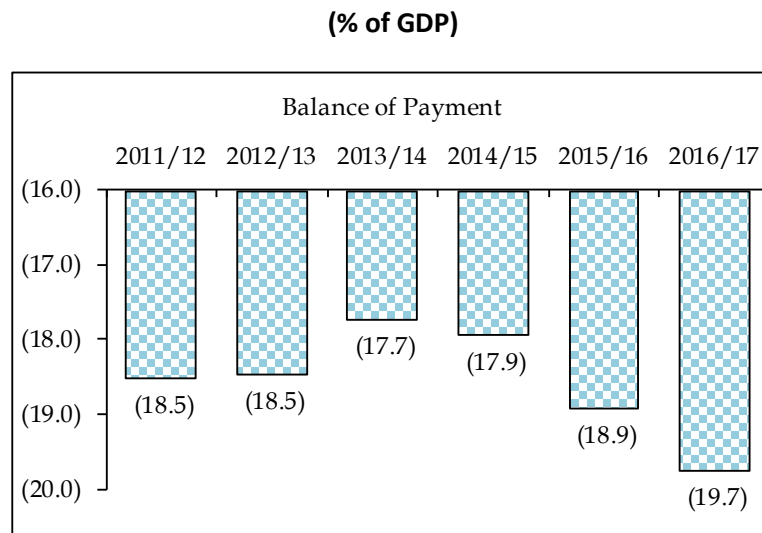


Source: Cayman Islands Government (Economics and Statistics Office)

Current Account. The deficit on the current account of the balance of payments (BOP) is expected to deteriorate to 17.9 percent of GDP for financial year 2014/15. This assumes that growth in imports and remittances will underperform the growth of inflows from overall tourism (inclusive of medical tourism) and financial services.

For the succeeding years, construction projects are assumed to accelerate the growth of imports, thus raising the current account to GDP ratios. For FY 2015/16 and 2016/17, the current account deficits are forecasted at 18.9 percent of GDP and 19.7 percent of GDP respectively (see Figure 5).

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



Source: Cayman Islands Government (Economics and Statistics Office)

9. OUTPUT GROUPS FOR 2014/15

INTRODUCTION

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

Outputs will be purchased from three sources:

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

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

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

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

10. OUTPUT GROUPS TO BE PURCHASED BY THE PREMIER

OUTPUT SUPPLIER: CABINET OFFICE

CBO 1	Development and Coordination of Government Policy	\$851,446
Description Development and Coordination of Government policy including: • Policy Development Coordination and Advice • Coordinating and monitoring of policy implementation		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of hours of development coordination and advice • Number of hours spent coordinating and monitoring policy implementation	5,900 – 6,400 700-800	5,700-6,000 600-700
Quality • Advice, management, coordination reviewed or provided by senior personnel • Policies coordinated monitored by senior personnel	95-100% 98-100%	95-100% 98-100%
Timeliness • All advice submitted in accordance with schedules as agreed by the client • Monitoring is conducted on an on-going basis	90-100% 100%	90-100% 100%
Location Cayman Islands and overseas	100%	100%
Cost	\$851,446	\$847,410
Related Broad Outcome: 1. Culture of Good Governance		
(Group comprises ABS outputs: CAB 1, CAB 2)		

CBO 2	Cabinet Support and Servicing	\$696,650
Description Cabinet support servicing involving: • Administrative support for Cabinet • Administrative and secretarial support for the processing of appeals • Preparation of Tax Undertaking Certificates		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of agendas and minutes prepared and circulated • Number of Tribunal meetings supported and attended • Number of Tax Undertaking Certificates issued	2,975 – 3,000 45 - 60 6,000 - 6,700	2,975 – 3,000 45-60 6,000 - 6,700
Quality • All Agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of Cabinet • Tribunal minutes issued are an accurate account of the meeting – signed by the chair of the meeting • Tax undertaking certificates and licenses processed in accordance with the relevant laws checked and signed by Clerk or Deputy Clerk of the Cabinet	100% 95-100% 95-100%	100% 95-100% 95-100%
Timeliness • Agendas circulated at least two working days prior to meetings • Minutes issued up to three working days after meeting to the chair of the meeting • Tax Undertaking Certificates issued 2 - 3 weeks from receipt of application	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$696,650	\$601,290
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy A Culture of Good Governance		
<i>(Group comprises ABS outputs: CAB 4, CAB 6, CAB 7</i>		

CBO 9	Protocol Services	\$461,463
Description The provision of a wide range of protocol services and interventions to the Cayman Islands Government and to the wider community as required. Additionally, this output includes various ceremonies including: - o Heroes Day, Remembrance Day - o Queen's Birthday - o Official Funerals - o Inaugurations		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Advice and reporting in relation to protocol matters • Number of protocol policies and services developed • Number of ceremonial and official events coordinated • Number of official visits (local/overseas), conferences and meetings given assistance and/or organized • Number of training sessions delivered • Number of airport courtesies and diplomatic facilitations delivered	3,500 – 4,000 1-2 8-10 6-8 5-6 200-250	3,500 – 4,000 1 9 5 5 250
Quality • All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands • Protocol advice, services and training to be provided by suitably experienced staff • Protocol advice, services and training in accordance with agreed policies and guidelines • Delivery of support and services to be provided in a professional and efficient manner	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Protocol services will be delivered in line with timetables agreed with the Cabinet Secretary • Ceremonial and official events coordinated as required • Protocol assistance and organization of visits as required • Training to be provided throughout the year	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$461,463	\$470,835
Related Broad Outcome: Modern, Smart Infrastructure		
(Group comprises ABS output: PCF 1		

CBO 11	Freedom of Information and Data Protection Coordination	\$128,115
Description The Freedom of Information (FOI) Unit will: • Lead and coordinate freedom of information across government. • Implementation of the Freedom of Information (FOI) legislation primarily by developing tools procedures, organizing and conducting training for staff in public entities • Raise awareness in the entire public sector • Data Protection Awareness		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of proactive training and awareness sessions • Number of reactive assistance interactions with public entities • Number of statutory, regulatory and policy requirements reviewed • Number of web sites maintained	5 700 5 2	5 840 15 2
Quality • Training and awareness to be provided by qualified officer • Assistance provided by qualified officer • Number of statutory, regulatory and policy requirements reviewed by a qualified officer • Web site information approved by Senior FOI Officer	95-100% 95-100% 90-100% 95-100%	95-100% 95-100% 90-100% 95-100%
Timeliness • Extensive training completed by June 2015 • Assistance provided as required • Reports submitted quarterly • Website online maintained throughout the year	90-100% 90-100% 90-100% 90-100%	90-100% 90-100% 90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$128,115	\$128,115
Related Broad Outcomes: Equity and Justice in a Society that Values the Contributions of all A Culture of Good Governance		
<i>(Group comprises ABS output: CAB 12</i>		

CBO 17	Information Services Provided to Other Government Agencies	\$1,101,611
Description Provision of the following services to Other Government Agencies: • Written, Photographic and Web Products—News and Public Information Written Products • Strategic Communications and Media Relations Services Communication Media Training • Electronic Media Products		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of advertising products • Number of press releases • Number of public information requests • Number of social media sites maintained • Number of strategies/campaigns developed • Number of speeches • Number of training sessions staged • Number of unique Spotlight segments • Number of special videos, including special events, press	900 – 1,100 450-500 400-500 9 50-100 50-70 5-6 5 200-300	900 – 1,100 440-450 250-300 9 50-100 50-70 5-6 15 250
Quality • All products reviewed by manager prior to release • Client satisfaction survey-Annual • Increase in web and social media hits • Audience Satisfaction Survey-Annual	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness • As agreed with client	100%	100%
Location Cayman Islands overseas	100%	100%
Cost	\$1,101,611	\$1,101,611
Related Broad Outcomes: Creating a Vibrant Yet Stable and Sustainable Economy Strengthening our Infrastructure		
<i>Group comprises ABS output: GIS 25, 26, 28 & 29</i>		

CBO 20	Advice and Assistance to the Premier and Administration of the Premier's Office	\$729,890
Description Provision of advice and assistance to the Premier and administration of the Premier's Office		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of hours of advice and administrative support provided	4,800 - 5,000	4,800 - 5,000
Quality All personnel is qualified in his/her area of expertise or experience	100%	100%
Timeliness All advice and services is provided within the timeframe set by the Premier	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$729,890	\$732,890
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy A Culture of Good Governance		
<i>Group comprises ABS output: OTP 1</i>		

CBO 21	Broadcasting of Public Information & On Air Programmes	\$1,047,644
Description • Delivery of general information programmes which includes - o Morning Scoop, Talk Today, Youth Flex and BBC overnight programmes - o live coverage of National Heroes Day celebrations and the State Opening of the Legislative Assembly and delayed Legislative Assembly broadcasts - o entertainment, educational and religious programming and Public Service Announcements for charities, schools and most government departments. • Delivery of Bulletin Board items, Newscasts and sports on local and international events which includes - o press coverage of the courts and parliamentary proceedings, Sport Events - o gathering news from various sources and producing news and sports broadcasts.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of bulletin board items • Number of news items • Religious programmes • Educational programmes • Legislative Assembly broadcasts (hours) • Current Affairs and Cultural programmes • Programmes produced or downloaded • Number of Public Service announcements	8,500 - 9,000 22,500 – 23,000 1,450-1,500 500 - 600 150-200 100-150 3,000 – 3,500 11,000-11,500	89,096 22,868 1,483 520 158 104 3,308 11,285
Quality • Compliance of newscasts and sportscasts with Information, Communications, Telecommunications Authority (ICTA) or other established broadcast standards • All items monitored by Director, Director and Deputy Director	100% 100%	100% 100%
Timeliness • Other public information newscasts broadcast on Radio Cayman's established schedules • Emergency/urgent public information delivered within 10 minutes • All programmes to be delivered on the date and times agreed with the requesting customer	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,047,644	\$1,072,573
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy Modern, Smart Infrastructure Group comprises ABS output: RCY 1, RCY 2		

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

OUTPUT SUPPLIER: MINISTRY OF HOME AND COMMUNITY AFFAIRS

HCA 1	Policy Advice and Ministerial Services on Home Affairs Matters	\$2,784,219
Description Provision of policy advice on matters falling within the scope of activities of the Ministry of Home Affairs including: • Policy advice on policing, immigration, prison, fire, and other matters • Policy advice on hazard management and disaster preparedness		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of hours spent on providing policy advice • Number of reports submitted • Number of appeal statements produced	6,500-7,650 69-86 600-1000	6,450-7450 71-86 600-1000
Quality • All personnel providing advice is qualified in his/her area of expertise • All reports will be properly researched and written in language appropriate to the subject matter • All appeal statements define issues clearly and succinctly; with the nature and scope of the issues being clear, in a way that properly explains the Board's decision.	100% 100% 100%	100% 100% 100%
Timeliness • All advice and reports delivered to agreed timescales • Provide advice on immigration matters in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester. • Immigration appeals will be processed within 28 days of receipt of appeal statement request in accordance with the Immigration Law (2010 Revision)	100% 95-100% 98-100%	100% 100% 85%
Location Grand Cayman	100%	100%
Cost	\$2,784,219	\$2,518,139
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure		
(Group comprises ABS outputs: IMM 1, IMM 5, MHA 1, NEM 2, POL 8)		

HCA 2	Licensing Services	\$501,021
Description The processing and issuing of licenses including; • Vetting of firearm applications and issuing of firearm licences • Vetting of personnel for employment as security guards • Issuance of the Governor's special marriage licenses to visitors • Issuance of official clearances for transiting military aircraft		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of firearm applications vetted • Hours spent engaged in firearms licensing activity • Number of security guards/technicians licenses issued • number of security companies licenses issued • Number of marriage licenses issued • Number of premises inspected for compliance with fire code	230-254 1589-1757 589-651 28-32 525-625 700-1000	325 1673 621 31 500-600 700-1000
Quality • Firearms and security licenses only issued to persons with no criminal convictions • Licenses issued in accordance with the Marriage Law and established guidelines and procedures • Inspections cover all methods required by relevant Laws, standards and codes of practice	98-100% 100% 100%	98% 100% 100%
Timeliness • Firearm applications vetted within 90 days of receipt • Security applications are vetted within one month of receipt • Marriage Licenses issued within 30 minutes of receipt of application • Inspection within three days of notification of completion	96-100% 96-100% 90-100% 98-100%	96% 96% 95% 98%
Location Cayman Islands	100%	100%
Cost	\$501,021	\$431,264
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community		
(Group comprises ABS outputs: FRE 11, IMM 13, POL 9, POL 19)		

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

HCA 3	Enforcement of Immigration Laws	\$1,641,346
Description The enforcement of Immigration laws includes the detection, investigation and prosecution of offenders under the Immigration Law (2009 Revision).		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of case files created - Number of administrative fines levied	200-300 175-250	50-100 100-200
Quality - Files will contain all the relevant information required to assist with the determined action deemed appropriate - All matters are handled in accordance with the Immigration Laws	96-100% 100%	96-100% 100%
Timeliness Files to be acted on within 14 days of arrival in the Enforcement Section	95-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$1,641,346	\$1,405,496
Related Broad Outcomes: A More Secure Community		
<i>(Group comprises ABS outputs: IMM 6)</i>		

HCA 4	Processing Status and Permanent Residency Applications	\$128,053
Description Applications for: Acknowledgement of the Right to be Caymanian, Grant of the Right to be Caymanian, Residency & Employment Rights Certificate, Residency Certificates for Persons of Independent Means: Applications for permission to reside as the dependant of a Caymanian; applications for Direct Investment Certificates.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of acknowledgements of the Right to be Caymanian applications and notifications processed - Number of the grant of the Right to be Caymanian applications and notifications processed - Number of Permanent Residency and Employment Rights Certificate applications and notifications processed - Number of applications processed for Residency Certificate for Persons of Independent Means and notifications - Number of applications processed for Direct Investment Certificate - Number of applications processed for permission to reside as a dependant of a Caymanian and notifications	275-425 625-825 1,500-2,000 12-25 1-10 10-20	250-400 500-700 1,000-1,500 7-15 1-10 10-20
Quality - Compliance with Immigration Law (2013 Revision), Immigration Directives, Immigration (Amendment) Regulations 2013, and established policies. - Files and Agendas prepared with due care, accuracy and completeness - Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer.	98-100% 95-100% 100%	100% 95-100% 100%
Timeliness - Processing time from receipt of complete applications to dissemination of decision will be 1-9 months - Letters issued within 5-10 days of decision	85-100% 85-100%	80-100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$128,053	\$0
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: IMM 9)		

Note: The total cost of supplying this output is \$1,025,744. However, estimated entity revenue of \$886,450 reduces the cost to Cabinet to \$128,053.

HCA 5	Immigration Entry and Extension Services	\$3,610,605
Description Provide required entry and embarkation controls for all passengers/persons seeking permission to enter/depart the Cayman Islands		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of air arrival passengers processed - Number of cruise arrival passengers processed - Number of student and visitor visas issued - Number of applications processed	400,000-600,000 1,400,000-1,600,000 4,400-6,500 1,600-1,850	400,000-600,000 1,200,000-1,500,000 3,300-5,400 1,500-2,000
Quality - All passengers will be processed in accordance with Immigration Laws and established guidelines - All applications will be processed with due care, in accordance with established guidelines of the Immigration Law (2013 Revision). - Properly completed application forms are verified against IMSS with due care, accuracy and completeness	98-100% 99-100% 95-100%	98-100% 99-100% 95-100%
Timeliness - Passengers from vessels and aircraft should be cleared within 45-60 minutes of arrival - Student and visitor visa applications will be processed within 10 business days of receipt, providing relevant information is submitted without errors or omissions.	95-100% 90-100%	95-100% 90-100%
Location Grand Cayman	100%	100%
Cost	\$3,610,605	\$3,435,882
Related Broad Outcome: 1.A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community		
(Group comprises ABS output: IMM 2, IMM 7, IMM 17)		

Note: The total cost of supplying this output group is \$4,413,605. However, the revenue of \$803,000 from other third parties reduces the cost to Cabinet to \$3,610,605.

HCA 6	Entry Documents and Passports	\$2,259,669
Description The processing of entry documents and passports including: - Processing of annual and temporary work permit applications - Processing Business Staffing Plan applications - Processing of applications for information submitted under the Freedom of Information Law, 2007		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of temporary and annual work permit applications processed - Number of Business Staffing Plan applications processed - Number of freedom of information requests processed	20,000-30,000 25-55 75-100	20,000-30,000 20-50 90
Quality - Processing of work permit applications complies with Immigration Law (Revision 2013), Immigration Directives, Immigration (Amendment) Regulations, 2013 and established guidelines - Processing of business staff plan applications complies with Immigration Law (Revision 2013), Immigration (Amendment) Regulations 2013, and established policies. - Compliance with Section 7(4) of the Freedom of Information Law, 2007. The Freedom of Information (General) Regulations, 2008 and established guidelines and procedures	100% 100% 100%	100% 100% 100%
Timeliness - Processing time of a complete application from receipt to dissemination of decision will be 6-8 weeks for annual work permits issued by the Boards and up to 7-10 business days for temporary work permits and annual work permits. - Decision Letters issued within 10-15 days of decision - Applications for business staffing plans will be processed within 60-90 days - Acknowledgement letters issued within 10 calendar days of receiving Freedom of Information request. FOI law prescribes a processing time from when a complete application is received of 30 calendar days. In certain cases, the Law allows this period to be extended a further 30 calendar days. Documents to be provided to applicant within 14 calendar days of making decision to release	95-100% 100% 85-100% 100%	85-100% 85-100% 80-100% 100%
Location Grand Cayman	100%	100%
Cost	\$2,259,669	\$1,969,885

Related Broad Outcomes:

1. A Strong, Thriving and Increasingly Diverse Economy
2. A Work-Ready and Globally Competitive Workforce
3. A More Secure Community
8. A Culture of Good Governance

(Group comprises ABS outputs: IMM 8, IMM 11, IMM15)

Note: The total cost of supplying this output group is \$5,213,112. However, projected revenue of \$2,953,443 from other third parties reduces the cost to Cabinet to \$2,259,669.

HCA 7	Incident Response	\$1,675,208
Description - Provision of a 24-hour emergency service for Police, Fire and Emergency Medical Services - Provide vehicle, traffic and weapons violation information to Police personnel carrying out vehicle stops/checks for Officer's safety		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of hours the Public Safety Communications Centre maintains a capacity to answer, process, and dispatch emergency and non-emergency calls for service received from the public	8,760	8,760
Quality - Quality Assurance case reviews completed on Calls For Service (call-taking and dispatch) - Quality Assurance scores regarding Calls For Service case reviews	300 82%	150 80%
Timeliness - Emergency telephone calls answered within 10 seconds - Emergency personnel dispatched within 90 seconds once a call for service meets dispatch criteria	98% 70%	97% 52%
Location Cayman Islands	100%	100%
Cost	\$1,675,208	\$1,775,410
Related Broad Outcome: 3. A More Secure Community		
<i>(Group comprises ABS output: EMC 1)</i>		

HCA 8	Security Services	\$1,270,406
Description Provide security services to persons or events warranting police security including: • Personal Protection / Premises Security for persons requiring Police protection • Security services for Law Courts • Security for money transfer for Cayman Islands Monetary Authority		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of security hours provided	32,170-35,560	2,740
Quality • Reduce the number of substantiated complaints lodged against officers by 5% • Ensure that minimum of 60% of custody personnel are trained and compliant with HR obligations and 2010 Police law	90% 100%	90% 100%
Timeliness • Security provided when requested and as required	80-90%	100%
Location Cayman Islands	100%	100%
Cost	\$1,270,406	\$1,284,887
Related Broad Outcome: 3. A More Secure Community		
<i>(Group comprises ABS output: POL 7)</i>		

HCA 9	National Disaster Preparedness and Response Services	\$1,157,416
Description Maintain a state of maximum preparedness, cooperative proactive partnership of public and private sector agencies and providing the necessary tools and support to ensure national readiness to any type of disaster.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of hours providing disaster preparedness - Number of hours providing risk assessments including socio-economic impacts, public safety and development of national disaster planning - Number of hours provided to manage and coordinate relief assistance to the affected population - Number of Hurricane Shelters managed - Capacity to provide shelter occupancy - Number of radios using system infrastructure	4,500- 5,000 600-800 4,000-5,200 21 3000-4000 1400-1600	4,000 100 1,600 21 3,000-4,000 1400
Quality - Ensure alignment of plans with credible scenarios and that plans address business continuity for all sectors. Public awareness programmes relate to hazards. - Track performance in mitigation/risk reduction by using proven measures - Relief operations meet or exceed stated standards of basic essential supply and services for those people affected - All National Hurricane Plan requirements are compiled in agreement with the National Hazard Management Council and shelters are available for activation - System infrastructure is continuously monitored for availability and reliability (overall network availability)	90-100% 10% 80-100% 95-100% 95-99%	90-100% 100% 80-100% 95-100% 99%
Timeliness - National disaster activities performed in accordance within the timescales agreed with the National Hazard Management Council and the Deputy Governor - Risk assessment and development of risk maps and policy within the time frame agreed with the National Hazard Management Council and Deputy Governor - Disaster relief can be of an immediate, short-term or protracted duration - All Hurricane shelter capacity is available in the event of a hurricane occurring. - Shelters remain open until alternative accommodation is found for displaced people - Response Times: Grand Cayman within 1 hour; Cayman Brac & Little Cayman next available flight	95-100% 95-100% 100% 100% 95-100% 90-95%	95-100% 95-100% 100% 100% 95-100% 100%

Location Cayman Islands	100%	100%
Cost	\$1,157,416	\$1,105,693
Related Broad Outcome: 5. Modern, Smart Infrastructure		
<i>(Group comprises ABS outputs: NEM 1, NEM 3, NEM 4, NEM 6, NEM 8)</i>		

HCA 10	Police Criminal Justice Services	\$924,630
Description - Serving and executing all summons and warrants from the courts - Management of all case files allocated to the Uniform Branch for onward submission to court.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of summons served - Number of warrants executed - Number case files reviewed - Number of detections recorded - Number of charges referred against accused persons	7,300-8,060 570-630 3,200-3,540 2,640-2,920 2,910-3,210	7,678 601 3,376 2,783 3,059
Quality - Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant - Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures	99-100% 100%	99-100% 100%
Timeliness - Summons and warrants to be served or executed within 60 days - Prosecutions within six months of coming to police notice - Accused persons processed within appropriate legal time guidelines	80-90% 90-100% 90-100%	60% 85% 80%
Location Cayman Islands	100%	100%
Cost	\$924,630	\$861,548
Related Broad Outcome: 3. A More Secure Community		
<i>(Group comprises ABS outputs: POL 16)</i>		

HCA 11	Prison Services	\$9,769,643	
Description Custodial services, escorting and supervision of prisoners including: • Safe and secure custody, whilst promoting and protecting the individual rights of all prisoners committed by the courts including receptions, secure accommodation, illegal drug use testing, searching, escorting and discharging prisoners • Ensure that good order is maintained during prisoner movements and activities; to ensure there are effective internal complaints and disciplinary procedures; and to ensure that effective incident response procedures are maintained • Provide prisoners with healthcare, food, clothing, bedding, the facilities and resources to maintain personal hygiene			
Measures		2014/15 Budget	2013/14 Forecast
Quantity • Number of prisoners held in secured custody (daily average) • Provision of safe and orderly supervision of prisoners (daily average) • Number of meals provided (three meals a day per prisoner)		185-220 185-220 202,575-240,900	185-220 185-220 202,575-240,900
Quality • Staff supervising custodial services do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspection Board • Maintenance of good order is in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspections Board • Percentage of prisoners served meals without upheld complaints		100% 100% 98-100%	100% 100% 98%
Timeliness • Security and services provided 24 hours, seven days per week • Order maintained 24 hours, seven days a week • All activities are provided within specific times		95-100% 100% 100%	95-100% 100% 100%
Location Grand Cayman		100%	100%
Cost		\$9,769,643	\$10,596,623
Related Broad Outcome: 3. A More Secure Community			
(Group comprises ABS outputs: PRI 13, PRI 14, PRI 15)			

HCA 12	Correctional Supervision, Intervention and Support Services	\$7,255,249
Description Provision of reports and rehabilitative services for adult offenders at the request of the courts • Provision of “Through-Care” and “After-Care” services to assist persons in and on release from the prison system • Electronic monitoring as an alternative to remand or to a prison sentence, as well as monitoring of CCTV cameras • Provision of a programme of sentence planning, education, group work and work skills development. • Special Need Services – Provision of support and intervention services to adult offenders with mental health and domestic violence issues. • Provision of information, education and advice on rehabilitative services aimed at crime reduction		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of reports submitted to the courts • Number of Through-care cases • Number of community service and victim/witness cases offered • Number of hours the Electronic Monitoring Centre maintains a capacity to tag, monitor, document and report violations of Electronic Monitoring Program offenders and monitor and support the National CCTV project • Number of prisoners attending prisoner development opportunities • Number of domestic violence and mental health cases offered and supervised • Number of public awareness presentations/projects	1,800-1,900 120-180 1,050-1,250 8,760 130-150 1,250-1,500 4-6	2,140 252 67 8,760 130-150 1,558 17
Quality • Reports to be prepared in the established format as required by the court • Initiate and maintain supervision based on License and case plan requirements • Quality Assurance ratings regarding Electronic Monitoring Centre actions • DV and MH services delivered in accordance with Department guidelines • Sessions, Presentations hosted/delivered by qualified personnel	95-100% 95-100% 90% 100% 100%	100% 100% N/A 100% 100%

Timeliness		
• Ongoing as specified by court orders or requests	95-100%	100%
• Through-care services provided weekly M-F 8:30-5:00	95-100%	100%
• Authorised requests from RCIPS or other EMC User Group for information regarding an offender's violation are processed within 48 hours	85%	82%
• MH and DV services provided based on client needs as identified through assessments and diagnosis	100%	100%
• Services, presentations, projects provided as needed	95-100%	75%
Location		
Cayman Islands	100%	100%
Cost		
	\$7,255,249	\$6,672,382
Related Broad Outcome:		
3. A More Secure Community		
<i>(Group comprises ABS outputs: DCR 9, DCR 10, DCR 11, DCR 12, DCR 16, EMC 2, PRI 16)</i>		

HCA 14	Protection and Investigative Services	\$32,705,746
Description - Investigate reported and detected crime - Patrolling and responding of streets, residential and commercial areas - Patrolling of the territorial waters of the Cayman Islands - Aerial patrolling of the territorial jurisdiction of the Cayman Islands - Background searches for government agencies - Determining cause and origin of fires		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of hours of investigations - Number patrolling / responding hours including training and coordinating community meetings and school programmes - Number of patrolling hours for Marine unit including training - Number of aerial patrol hours - Number of cause and origin fires investigated	232,450-256,920 325,820-360,130 1,174-1,298 355-393 25-30	254,676 321,923 1,236 374 23
Quality - Increase overall detection rate by 2.5% - Reduce number of road fatalities compared to previous year - Patrols targeted at areas identified by police information - Uniform patrols visible and interacting with the public - Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards	90-100% 90-100% 90-100% 90-100% 100%	90-100% 90-100% 90-100% 90-100% 100%
Timeliness - Investigate on a prioritized basis, but within 48 hours of formal reporting of crime - A response time of 10 minutes in urban areas and 20 minutes in rural areas - Respond to requests for immediate deployment operations or pre planned operations working with other agencies as required	80-100% 100% 95-100%	80-100% 100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$32,705,746	\$31,796,301
Related Broad Outcome: 3. A More Secure Community		
<i>(Group comprises ABS outputs: POL 6, POL 13, POL 14, POL 15, FRE 12)</i>		

HCA 15	Emergency Domestic Fire Services	\$6,593,891
Description - Provide a capacity to respond to domestic fire and other emergencies, including communication, management, coordination and operations during and after a natural disaster in accordance with the National Hurricane Disaster Plan. - Provide fire and life safety strategy programs by ensuring public education		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of days providing 24 hour coverage for the community - Number of educational demonstrations and workshops	365 16-28	365 16
Quality - Ensure compliance of CI Fire Brigade Law and the CI Fire Service operation orders. - Content is appropriate for various age groups and useful guidance on fire safety measures	90-100% 100%	100% 100%
Timeliness - Respond within 20 seconds on receipt of call - Workshops, demonstrations and publications as required	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$6,593,891	\$6,089,948
Related Broad Outcome: 3. A More Secure Community		
<i>(Group comprises ABS outputs: FRE 9, FRE 13)</i>		

HCA 17	Aerodrome Fire Services	\$4,880,356
Description The release and rescue of persons and property including all aircrafts incidents and vessels in hazardous situations.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Properly equipped to respond to one full emergency at any one time - Provide protection services in accordance with category 7 of the airport at 16 hours per day. - Inspections of distribution of fuel to aircraft	100% 100% 2 or 3 per yr	98% 98% 3 per yr
Quality - Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds - Fire fighting media in compliance with ICAO. - Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle - Number of personnel and training are in compliance with ICAO . - Rescue equipment is in compliance with ICAO	100% 100% 100% 72% 100%	100% 100% 100% 100% 100%
Timeliness - During all hours airport is open to traffic - To respond within 2 to 3 minutes to the end of each runway - Monthly Inspections	100% 100% 100%	98% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$4,880,356	\$4,427,399
Related Broad Outcome: 3. A More Secure Community		
(Group comprises ABS outputs: FRE 10)		

HCA 24	Services Provided by the London Office	\$676,994
Description - Provision of advice and information on events, policies and developments in the UK and Europe based on Press and Media Reports, Parliamentary Reports, European Union Reports, Trade Reviews, Financial Publications, Statistical Data etc. - Provision of guidance and information to foreign stakeholders and other business/economic development activities - Provision of assistance to Caymanians residing, studying or visiting the United Kingdom and Europe; provision of visa, work permit and other immigration assistance to persons visiting or relocating to the Cayman Islands; provision of support and coordination of disaster response efforts. Provision of assistance within our capability to Caymanians who are experiencing distress in the UK and Europe. - Participating in and arranging meetings, conferences, functions and official visits.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of reports or briefing papers produced - Number of hours providing information and business development activities - Number of persons assisted using consular services - Number of events, meetings, conferences or official functions attended	15-25 300-400 200-250 60-100	20 348 240 75
Quality - Reports supported by credible sources - Information provided by qualified personnel - Assistance provided by officer experienced in dealing with the UK public and private sector agencies - Meetings, conferences and official functions attended by a qualified officer	100% 90-100% 90-100% 95-100%	100% 100% 100% 100%
Timeliness - Advice on events and policies in the UK and Europe provided within three working days following the identification of relevant issue - Information and assistance provided within two working days of request - Meetings, conferences and official functions attended as necessary	98-100% 100% 90-100%	100% 100% 100%
Location UK and EU	100%	100%

Cost	\$676,994	\$663,994
Related Broad Outcome:		
1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: UKO 9, UKO 11, UKO 12, UKO 13)</i>		

HCA 27	Policy Advice and Support to the Minister of Community Affairs	\$1,371,179
Description Provision of policy advice and administrative services for the Minister and Cabinet including: • Preparation of replies to correspondence, speeches, statements answers to parliamentary questions and any other information requested by the Minister • Preparation of policy advice papers and papers for Cabinet • Preparation of drafting instructions • Monitor and review the delivery of outputs by Government-Owned Companies and Non-Government Organisations		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of meetings, conferences, workshops and training sessions attended and events coordinated • Number of Parliamentary questions, papers, notes, drafting instructions, directives and reports prepared • Number of inquiries, correspondences, speeches, consultations, statements and briefing sessions • Number of plans and drills developed, maintained, monitored and/or organized and payments and applications processed	51-95 41-77 1,140-1,450 10,026-16,055	57-89 53-75 1,150-1,460 10,026-16,055
Quality • Governance and oversight given to Boards and Government Owned Companies are in compliance with the relevant laws and/or government policy • All papers, notes and reports to be reviewed and approved by the Chief Officer or delegate prior to final approval by the Minister • Provide clear, accurate and relevant drafting instructions for both of the above Bills • Payments to be processed accurately and timely	90-100% 90-100% 90-100% 85-100%	90-100% 90-100% 90-100% 85-100%
Timeliness • Cabinet papers and notes submitted to Cabinet Office prior to 12:00pm Wednesday • Speeches, statements, and reports submitted to Chief Officer 1-3 working days prior to due date	90-100% 95-100%	90-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$1,371,179	\$1,240,206

Related Broad Outcomes

2. A Work-Ready and Globally Competitive Workforce
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

(Group comprises ABS outputs CFS 1, NAU 1, DCS 26, MCA 1, MCA 2, MCA 3, MCA 4, MCA 5, MCA 6, MCA 8)

HCA 28	Administration of Community Assistance Programmes	\$5,445,316
Description The administration of Community Assistance Programmes including: • The provision of in-home, residential and day care services provided for indigent elderly and adult disabled persons. • Provision of means and needs assessments in respect of applications for public welfare. • Provision of adequately prepared shelters and properly trained shelter management staff pre-disaster for the safe operation of shelters during and after a disaster.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of meetings, inspections, and training sessions conducted or attended • Number of assessments conducted • Number of care and social activities performed	52-77 1,975-2,600 256,200-337,400	83 2,285 304,514
Quality • Training sessions delivered in accordance with the Department's guidelines. • Assessments conducted based on criteria established by the Department of Children and Family Services • Services provided by trained, experienced care givers	95-100% 90-100% 95-100%	95-100% 90-100% 95-100%
Timeliness • Training sessions performed April to June. • Inspections ongoing throughout hurricane season • Assessments completed within six months of assignment. • Residential care: three 8 hour shifts	100% 100% 100% 100%	100% 100% 100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$5,445,316	\$5,072,474
Related Broad Outcomes 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		
<i>(Group comprises ABS outputs: CFS 30, NAU 2, CFS 32)</i>		

HCA 29	Public Education on Social Issues	\$284,323
Public education and training activities relating to: - Life skills and vocational training for young parents - Community outreach presentations		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of newsletters produced and distributed - Number of workshops, presentations and meetings held - Number of public awareness campaigns and events held	12 18-30 52-60	12 25 50
Quality - Accurate and relevant information is provided by qualified and trained professionals - All workshops, presentations and meetings held will be delivered by skilled and knowledgeable personnel in the subject area - Public awareness campaigns utilize various mediums	100% 100% 100%	100% 100% 100%
Timeliness - Newsletters published monthly - Workshop, presentations and meetings will be delivered as schedule - Public awareness campaigns events held throughout the year	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$284,323	\$276,148
Related Broad Outcomes - A Work-Ready and Globally Competitive Workforce - A More Secure Community - A Fit and Healthy Population - Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS outputs: CFS 5, DCS 19)</i>		

HCA 30	Counselling and Support Services	\$4,863,079
Description Counselling and support services involving: - Provision of individual, couples, family and group therapy and programmes to residents needing assistance with drug and alcohol issues, and family and relationship problems. - Provision of psycho-educational and experiential parent programme to support the personal, social and/or life skills growth of adolescent parents. - The provision of social work intervention services including: advocacy, counselling, mediation and conflict resolution, case management and overseas travel with client.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of sessions, visits, assessments, conferences, workshops, and presentations - Number of placements offered	12,237-13,710 565	12,031 565
Quality - Sessions, workshops, and presentations conducted by skilled and qualified staff - Placement in compliance with agency standards	100% 90-100%	100% 90-100%
Timeliness - Sessions, programmes, workshops offered on a rotational basis throughout the year - Social Work services offered during the days and evenings	100% 90-100%	100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$4,863,079	\$4,807,379
Related Broad Outcomes 2. A Work-Ready and Globally Competitive Workforce 3. A More Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS outputs: CFS 28, DCS 15, DCS 16, DCS 17, DCS 18, DCS 21, DCS 22, DCS 24, DCS 27, DCS 28, DCS 29, DCS 31, DCS 32, DCS 33)</i>		

HCA 31	Supervision and Support of Children	\$1,338,018
Description Provision of social services to children and families involving: • Residential care services for children and young adults with disabilities • Placement and supervision of abused and/or neglected children • Recruitment, assessment, approval, training and supervision of foster families for children needing short or long term placement • Partial assessments and counselling of prospective adoptive families for children who have been cleared for adoption		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of care services and activities provided • Number of reports, warrants, sessions, and minutes delivered	21,628-25,940 1,112-1,436	24,876 1,168-1,236
Quality • Care services provided in accordance with client's individualized care plans and by trained and experienced care givers. • Assessments and investigations of abuse matters carried out by qualified social workers. • Training conducted by facilitators qualified in subject area. • Adherence to established guidelines as set by the Adoption Law.	90-100% 100% 90-100% 100%	90-100% 100% 90-100% 100%
Timeliness • Care services provided daily • Investigations carried out within 24 hours • Placement and supervision of children – ongoing • Recruitment and Support of Foster Care Families – ongoing • Assessment and counseling of prospective adoptive families - ongoing	90-100% 100% 100% 100% 100%	90-100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,338,018	\$1,583,325
Related Broad Outcomes 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		
(Group comprises ABS outputs: CFS 8, CFS 9, CFS 10, CFS 11, CFS 12)		

HCA 32	Community Development Services	\$503,580
Description Community development service involves: - Promotion and celebration of child month - Provision of advice and guidance on social problems to the community enabling them to identify their needs and to develop strategies to address those needs. - Developing or enhancing employability and life skills through: assessment of clients training needs, assisting with resume writing, organizing and hosting job fairs.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of events, workshops, sessions, meetings, presentations, fairs, and workshops held or attended	605-765	718
Quality Percentage of Committee members in attendance at meetings	90-100%	90-100%
Timeliness Ongoing throughout the year	100%	100%
Location Cayman Islands	100%	100%
Cost	\$503,580	\$490,769
Related Broad Outcomes 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		
<i>(Group comprises ABS outputs: CFS 14, CFS 15)</i>		

OUTPUT SUPPLIER: CHILDREN AND FAMILY SERVICES (CAYS) FOUNDATION

CAY 2	Children And Youth Services (CAYS) Foundation	\$2,178,000
Description Children and Youth Services (CAYS) Foundation will manage and operate: - Frances Bodden Girls' Home (FBGH), a twenty-four hour residential facility for youth who require residential care due to being deemed in need of care and protection and girls exhibiting offending behaviours that have been Court ordered. This will be achieved through the delivery of programmes within a structured, positive environment which will assist residents to develop appropriate behaviours and coping skills that will assist with their reintegration into their family, school and community. In addition, family education and preparation for independent living are also provided. - Bonaventure Boys Home (BBH), a twenty-four hour residential facility for youth who have been remanded or committed by the Courts for youth rehabilitative services. This will be achieved through the use of the Cayman Model Treatment Approach which will cover therapeutic services, educational services (vocational & academic), multi-agency and community partnerships and after-care services.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Number of residential homes managed	2	2
Number of family education groups offered	12	12
Number of monthly reports submitted to the Ministry	24	24
Number of annual reports submitted to the Ministry	24	24
	1	1

Quality - Percentage of children who have comprehensive care plans developed. - Percentage of residents who successfully complete programme as measured by achievement of care plan goals - Care plans goals achieved prior to reintegration into society - Accurate, timely and current reports submitted to the Ministry of Home and Community Affairs	90-100%	90-100%
	50-70%	50-70%
	80-100%	80-100%
	80-100%	80-100%
	90-100%	90-100%
	90-100%	90-100%
	90-100%	90-100%
Timeliness - Care plans developed within 45 days of admission - Treatment team meetings to discuss resident progress held monthly - Discharge planning to occur within 90 days of discharge - Monthly reports submitted on the 10th working day of each month with the approval of the CAYS Foundation Board - Annual reports submitted within one month after the end of the budget year with the approval of the CAYS Foundation Board	80-100%	80-100%
	80-100%	80-100%
	100%	100%
Location Grand Cayman		
Cost	\$2,178,000	\$2,178,000
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all		

OUTPUT SUPPLIER: NATIONAL DRUG COUNCIL

NDC 1	Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	\$552,958	
Description To reduce the negative impacts of alcohol, tobacco and other drugs in our communities Through the provision of policy advice, operating prevention programmes, initiating research activities, distributing relevant information; monitoring, evaluating and reporting.			
Measures		2014/15 Budget	2013/14 Forecast
Quantity - Legislative / policy responses - School and community curricula for prevention developed - Prevention, Education and Awareness presentations/campaigns to schools, community and prisons - Preparation of INCB Quarterly & Annual reports - Number of survey instruments developed - Number of surveys conducted - Reports and briefs issued - Contacts with partner/stakeholder agencies/meetings		2-4 4-6 175-225 4-5 2-4 2-4 5-15 35-50	3 2 250 4 3 4 7 40
Quality - Policy/Legislative documents include local and international data/information and recommendations for development - Prevention, Research and Evaluation initiatives are implemented in accordance with international best practices and externally reviewed as necessary. - INCB data is collected and reports are submitted quarterly and annually in accordance with agreed timelines and processes initiatives - Reports and documents are accurate, appropriately researched; and meet established requirements - Contacts with partner agencies will be by qualified personnel to ensure accurate collection of data and reporting		90-100% 95-100% 90-100% 90-100% 90-100%	100% 100% 100% 100% 100%
Timeliness - Survey/research information distributed to stakeholders within 3 months and the public within 4 months of administration - Minimum of 4 modules/programme curricula developed by June 30th 2015 - INCB reporting conducted within agreed timeframes - All other measures completed within agreed timelines		95-100% 100% 90-100% 100%	100% N/a 90% 100%
Location Cayman Islands		100%	100%
Cost		\$552,958	\$552,958
Related Broad Outcomes 3.A Fit and Healthy Population (Group comprises Purchase Agreement output: NDC 1)			

OUTPUT SUPPLIER: VARIOUS REFUGEE SERVICES

NGS 38	Services for Refugees	\$270,000
Description Services provided to refugees arriving in the Cayman Islands		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of months to house up to 25 refugees	3	3
Quality Services delivered to standards defined in internal guidelines and agreements such as the Memorandum of Understanding with the Cuban Government	100%	100%
Timeliness Services provided as needed	100%	100%
Location Cayman Islands	100%	100%
Cost	\$270,000	\$270,000
Related Broad Outcome 3. Addressing Crime and Policing		
<i>Note: Due to the nature of this output group, service will be contracted on an 'as needed' basis</i>		

OUTPUT SUPPLIER: HOME SCHOOL ASSOCIATIONS AND OTHER SUPPLIES

NGS 63	School Lunch and Uniform Programmes	\$476,700
Description Provision of school lunches and school uniforms to children whose parents meet established criteria.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of children receiving school lunches - Number of children receiving school uniforms	700-800 200-250	700-800 200-250
Quality - Lunches meet minimum nutritional standards - Uniforms meet school uniform requirements	90-100% 90-100%	90-100% 90-100%
Timeliness - Lunches provided every school day for the period specified by the Social Worker - Uniforms provided within ten working days of assessment	90-100% 90-100%	90-100% 90-100%
Location Cayman Islands	100%	100%
Cost	\$476,700	\$476,700
Related Broad Outcomes 3. A more Secure Community 8. A Culture of Good Governance 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various as determined by Department of Children & Family Services)</i>		

OUTPUT SUPPLIER: PINES RETIREMENT HOME

NGS 64	Care of the Indigent, Elderly and Disabled Persons	\$1,400,000
Description Accommodation and care for indigent, elderly and disabled persons and Heavy Care patients.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of residents requiring residential nursing care - Number of Heavy Care patients	25-30 6-8	25-30 6-8
Quality - Responsive to the needs of each patient - Nursing care and supervision provided by experienced Registered Nurses licensed by Cayman Islands Health Practice Commission. - Encourage each of these patients to maintain a level of independence appropriate to the patient's physical and mental ability. - To actively participate in decisions related to his/her daily life. - Medical Treatment is delivered in accordance with their doctors orders. - All Resident Care is overseen by General Practitioner, in collaboration with Health Care Team, responsive to individual needs of each resident, including Registered Nurses, Physiotherapist, Dietician, and Pines Board of Directors acting through the Manager of the Pines - Activities coordinated to suit the individual needs and abilities of each resident - Standards of care are delivered in accordance with the internal Policy and Procedures Manual. (Policies and procedures Manual 'Briggs Resident Care Policies and Procedures for Nursing Facilities in compliance with U.S. Federal Regulations 2nd Edition') - The Manager is trained and experienced in Residential Home Management. Please see the attached for details of Management and Supervisory Services provided. - Facility is licensed to operate as a Residential Home in accordance with the Health Practice Commission	80-100% 95-100% 100% 95-100% 95-100% 80-100% 100% 100% 100% 100%	80-100% 95-100% 100% 95-100% 95-100% 80-100% 100% 100% 100% 100%
Timeliness - General Practitioner visits the Pines at least once per week - Continuous, 24 hours per day, 365 days per year	100% 100%	100% 100%
Location The Pines Retirement Home, Grand Cayman	100%	100%
Cost	\$1,400,000	\$1,278,751
Related Broad Outcomes 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises Purchase Agreement outputs: PRH 1, PRH2, PRH 3)		

OUTPUT SUPPLIER: NATIONAL COUNCIL OF VOLUNATRY ORGANISATIONS

NGS 65	General Programmes and Children's Services	\$117,180
Description Provision of National Council of Voluntary Organisations (NCVO) Children's Services Programmes.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Richard Arch Children's Centre	1	1
Quality		
Richard Arch Children's Centre provides pre-school care and education in accordance with the guidelines set by the Education Department	90-100%	90-100%
Timeliness		
Richard Arch Children's Centre operates Monday-Friday (closed public holidays and in August)	90-100%	90-100%
Location		
All of the NCVO Programmes are located or administered on 90A and 90B Anthony Drive, George Town, Grand Cayman	100%	100%
Cost	\$117,180	\$117,180
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement output: NCV 3)</i>		

NGS 66	Foster Care for Children	\$225,000
Description Provision of foster care for children who are unable to be placed in private homes as determined by the Courts and the Department of Children and Services.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Number of children	4-9	4-9
Quality		
Foster care meets standards as assessed by the Department of Children and Family Services	90-100%	90-100%
Timeliness		
Foster Care is provided up to 24 hours per day, and up to 7 days per week, depending upon the placement	90-100%	90-100%
Location		
National Council of Voluntary Organisations, Nadine Andreas Residential Foster Home, 90B Anthony Drive, George Town	100%	100%
Cost	\$225,000	\$225,000
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all		
(Group comprises Purchase Agreement output: NCV 2)		

NGS 67	Community Programmes	\$116,250
Description Provision of community programmes including preparation of meals and after school activities.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of programmes offered to the community	2	2
Quality Programmes promote growth and development of persons within the central George Town community	90-100%	90-100%
Timeliness After School and Meals on Wheels Programmes available 5 days per week Full Day Care offered during school holidays	90-100% 90-100%	90-100% 90-100%
Location TE Mcfield Youth & Community Centre	100%	100%
Cost	\$116,250	\$116,250
Related Broad Outcomes 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
Group comprises Purchase Agreement output: RBM1 & RBM 2)		

OUTPUT SUPPLIER: VARIOUS LANDLORDS

NGS 68	Rental Accommodation for Persons in Need	\$1,600,000
Description Provision of rental accommodation for person in need of urgent housing assistance and who meet the established criteria		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of families receiving rental assistance	350-450	350-450
Quality Rental Agreement meets standards established by Department of Children & Family Services	90-100%	90-100%
Timeliness Services provided within 10 working days of persons being successfully assessed	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$1,600,000	\$1,600,000
Related Broad Outcomes 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		
<i>(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement.)</i>		

OUTPUT SUPPLIER: VARIOUS FUNERAL HOMES

NGS 70	Burial Assistance for Indigents	\$150,000
Description Provision of burial services for indigents.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of persons receiving burial assistance	50-60	52
Quality Service provided in accordance with DCFS Burial Assistance Policy	90-100%	90-100%
Timeliness Ongoing	100%	100%
Location Cayman Islands	100%	100%
Cost	\$150,000	\$149,877
Related Broad Outcomes 3. A more Secure Community 4. A more Efficient, Accessible and Affordable Public Service 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement outputs: Due to the demand driven nature of this Output there is no specific Purchase Agreement.)</i>		

NGS 71	Support for Battered Women and Children	\$300,000
Description Provision of short-term shelter and rehabilitative services to female victims of domestic violence and sexual violence and their children including: • Case management and counselling for clients and their children in the shelter • Public education programmes on domestic abuse and sexual violence and its effects on the individual, family and community • Referral services and victim advocacy services through the confidential telephone crisis line or the Centre		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of shelter facilities with an 18 bed capacity • Provision of a 24 hour Crisis Hotline • Number of public education presentations • Provision of a shelter follow-up programme	1 1 24-36 1	1 1 24-36 1
Quality • Shelter provides residents and staff with 24 hour security • Shelter services provided by qualified, trained persons with relevant skills • Hotline answered and programmes provided by qualified, trained persons with relevant skills • Program is culturally specific and age appropriate.	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Shelter services are available 24 hours a day 7 days a week • Confidential crisis line is provided 24 hours a day 7 days a week	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$300,000	\$300,000
Related Broad Outcomes 3. A more Secure Community 6. A Fit and Healthy Population 12. Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises Purchase Agreement output: CIC 1, CIC 2, CIC 3, CIC 4)</i>		

NGS 72	Therapeutic Services for Young Persons	\$25,000
Description Provision of therapeutic services for young persons who need to develop skills in behavioural modification.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of persons assisted	1-5	1-5
Quality Services provided based on guidelines established by Department of Children & Family Services	80-100%	80-100%
Timeliness Ongoing	100%	100%
Location Cayman Islands	100%	100%
Cost	\$25,000	\$2,000
Related Broad Outcomes 3. A more Secure Community 12. Equity and Justice in a Society that Values the Contributions of all		

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

OUTPUT SUPPLIER: MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT

DAT 1	Advice and Support to the Minister of District Administration, Tourism and Transport	\$1,630,085
Description - Policy advice and support to the Minister and Cabinet involving subjects relating to Tourism, the Sister Islands and National Weather including: - Department of Tourism, District Administration, National Weather Service, Public Transport Board, Cayman Airways, Port Authority, Cayman Turtle Farm, Tourism Attractions Board, Cayman Islands Airports Authority, Cayman Islands Tourism Association, Sister Islands Tourism Association and Sister Islands Affordable Housing Development Corporation.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of policy advice papers and notes, speeches, statements, speaking notes, pieces of advice, briefings, reports and responses to parliamentary questions - Number of meetings attended - Number of output payments processed in accordance with purchase agreements	90-204 58-108 25-50	90-204 58-108 25-50
Quality - All Cabinet papers and notes will be signed off by the Chief Officer and will define issues clearly and succinctly, include pertinent research and data, have an unambiguous statement of policy objectives, and identify all viable options and assess the same - Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel - Representations at meetings/briefings by knowledgeable and professional personnel	100% 100% 100%	100% 100% 100%
Timeliness - All will be delivered by agreed target dates - Attendance at meetings within timeframe agreed - Participants are present for meetings	100% 100% 100%	100% 100% 100%
Location Grand Cayman, Cayman Brac and Little Cayman	100%	100%

Cost	\$1,630,085	\$2,131,540
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics		
<i>(Group comprises ABS outputs: DAD 16, MDT 1, MDT 2, MDT 3, MDT 17, TOU 25)</i>		

DAT 2	Government Services in Cayman Brac and Little Cayman	\$3,567,688
Description Provision of Government services in Cayman Brac and Little Cayman which includes: • Organizing official visits and ceremonial events • Information and advice to the general public • Child care facility • Processing of accounts payable transactions		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of travel documents processed • Number of registration applications processed • Visits and events arranged • Number of work hours for information and advice to the General Public • Number of children at childcare facility daily • Number of transactions / batches processed • Number of promotional material distributed • Number of passengers processed • Number of aircrafts and marine crafts cleared • Number of responses to world-wide requests for information • Number of vehicle, electrical and other inspections and licensing services	516-622 242-300 50-75 8,000-9,000 25-30 1,800-2,200 2,000-3,000 50,000-55,000 4,100-5,125 3,500-4,000 2,979-3,501	516-622 242-300 50-75 8,000-9,000 25-30 1,800-2,200 2,000-3,000 50,000-55,000 4,100-5,125 3,500-4,000 2,979-3,501
Quality • Travel documents with full compliance of guidelines • Registration application meet legislative requirements • Visits and events organised by senior staff • Information research/response by trained staff • Childcare meets standards set by Education Department • Payments executed in accordance with Public Management and Finance • Law (2005 Revision) and department policy • Brochure created of highest quality and distributed to high circulation magazines	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100%
Timeliness • Within two days for waivers and other documents; • 4 - 6 weeks for U.Svisas and two weeks for passports • Registration within one day for marriage license and one hour for birth and death certificatesIn accordance with itineraries • Routine response: immediately, if research is needed: 2-3 working days • Childcare service provided 8:00 A.M. – 5:30 P.M., Monday - Friday • Payments processed within one week of receipt • Passenger processed within two minutes	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%

Location Cayman Brac and Little Cayman	100%	100%
Cost	\$3,567,688	\$3,259,890
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique <i>(Group comprises ABS outputs: DAD17, DAD 18, DAD 19, DAD 22, DAD 23, DAD 25, DAD 27, DAD 28, DAD 29, DAD 30)</i>		

DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman	\$4,200,087
Description - Construction and maintenance of public facilities and infrastructure - Disaster management, preparedness and response services - Collection, preservation and display of material evidence significant to our culture, history and heritage, including: - Collection, documentation and preservation of material - Providing exhibitions and displays and general public access to them and museum facilities - Preservation of historical sites		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Mock exercise/workshops organized/attended - Number of emergency shelters maintained - Number of miles of road maintenance and construction - Number of job orders processed for building/facility maintenance - Other projects - Number of artefacts preserved - Number of displays/exhibitions - Number of tours arranged	1-2 4 1,200-1,300 500-600 400-450 3,500-4,000 25-35 350-450	1-2 4 1,200-1,300 500-600 400-450 3,500-4,000 25-35 350-450
Quality - Annually updated Hurricane and Disaster Plan - Training exercises conducted according to guidelines - Roads are constructed to National Engineering standards - Buildings are constructed to National Building Code standards - Artefacts secured, exhibited and preserved in accordance with - National Museum standards - Historical Sites marked with descriptive signs to United States Parks standards	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%
Timeliness - Cover hurricane season June – November - Immediate response to other disasters - As set out in annual budget guidelines and approved works program - Open to public access seven days per week	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Brac and Little Cayman	100%	100%

Cost	\$4,200,087	\$4,487,563
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics		
<i>(Group comprises ABS outputs: DAD 21, DAD 24, DAD 26)</i>		

DAT 4	Governance and Administrative Services	\$256,874
Description Provide administrative and consultative services to the following Boards and Committees: • Hotel Licensing Board • Public Transportation Board • National Tourism Management Policy (NTMP) Steering Committee • Transportation • Environment • Research and Information • GT and Port Development • Human Research • Infrastructure and Product Enhancement • Hospitality School Advisory Council		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of meetings: • Hotels Licensing Board • Public Transportation Board • National Tourism Management Policy Steering Committee • Hospitality School Advisory Council	5-9 9-12 1-5 5-9	5-9 9-12 1-5 5-9
Quality • Board members/ committee members will define specific issues/opportunities, conduct necessary research, identify best practices and offer guidance or potential solutions to each respective board as necessary	100%	100%
Timeliness • Department of Tourism representative will attend meetings as called by committee chair	100%	100%
Location Cayman Islands		
Cost	\$256,874	\$203,089
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: TOU 4)</i>		

DAT 5	Inspection, Testing and Licensing Services	\$395,118
Description Provide Tourist Accommodation Inspections and Licensing Services on behalf of the Hotel Licensing Board		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of bedroom inspections: - Grand Cayman (4820) - Condo/Apartment 800-1,250 - Villa/Guest house 450-550 - Hotel 650-850 - Sister Islands (451) - Condo/Apartment 100-115 - Villa/Guest House 85-95 - Hotel 85-100		
Quality - Bedrooms will be inspected based upon standards and regulations laid down in the Tourism Law 100% - Internationally accepted standards and practices will be incorporated into accommodation and public facilities inspection evaluation process 100% - Properties will be inspected by qualified personnel 100% - Consultation and award of accommodation licenses will be done by the Hotel Licensing Board 100%		
Timeliness - Inspections and re-inspections occur: 100% - Condo/Apartments, Villa/Guest Houses - Between the period April 15 - Aug 31 100% - Hotels - Between the period June 15 - Oct 31 100% - Public Facilities – Ongoing throughout the period 100%		
Location Cayman Islands	100%	100%
Cost	\$395,118	\$482,124
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: TOU 14)</i>		

DAT 6	Public Education Programmes	\$1,094,926
Description - Provide on-the-job training, combined with classroom instruction, and competency certification to raise the occupational competencies of both young people preparing for careers in tourism, and for incumbent tourism industry personnel who want to advance their careers in tourism - Increase the community's awareness of issues surrounding sustainable tourism, and the importance of tourism to the Cayman Islands economy. Plan and execute tourism education and		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of customer service training sessions/workshops and programme performance reports - Number of scholarship summary reports, tourism career awareness presentations and tourism community	40-60 100-140	40-60 100-140
Quality - Training will be provided by highly recognized institutions and qualified personnel - Tourism scholarship program to be managed according to scholarship guidelines on behalf of the Ministry of District Administration, Tourism and Development. - Tourism career awareness presentations and expos will be delivered by knowledgeable, qualified personnel and according to Department of Tourism guidelines - Community tourism awareness programme will meet intended objectives	90-100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Certification training sessions (March–July) - Ministry of District Administration, Tourism and Development scholarships awarded once per year and reports are generated three times per year - Tourism career awareness presentations and expos throughout the period - Community tourism awareness events to take place over the period of the year	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,094,926	\$906,376
Related Broad Outcome: - A Strong, Thriving and Increasingly Diverse Economy - A Work-Ready and Globally Competitive Workforce		
(Group comprises ABS outputs: TOU 11, TOU 19)		

DAT 7	Tourism Public Relations	\$1,224,457
Description - Manage local and international communications with external stakeholders: including the media, tourism industry partners and trade partners throughout the year and particularly during times of national emergency or crisis. - Increase brand awareness and enhance the image and reputation of the Cayman Islands in order to promote tourism using channels such as: Press Releases; Visiting Journalist Program; Targeted Media Events and Promotions; Speeches, Features, Articles and Newsletters and Event Photography and Graphic Design		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of Press / Photo Releases - Number of 'Crisis' Press Releases - Number of Visiting journalists Trips - Number of film productions facilitated - Number of published stories - Number of Events/Promotions - Number of speeches written - Number of Welcome/Programme - Number of E Newsletters written - Event Photography and Graphic Design - Number of presentations/reports	85-95 18-22 40-50 5-10 170-180 10-15 20-30 10-15 40-50 85-95 55-65	85-95 18-22 40-50 5-10 170-180 10-15 20-30 10-15 40-50 85-95 55-65
Quality - Branding image to be maintained at all times - All media communication and releases to be pre-approved by PR Manager or Director prior to issue - All communications will be in compliance with agreed plans and strategies	100% 100% 100%	100% 100% 100%
Timeliness - Press Releases written and approved, 1–2 days prior to release date 'Crisis' Press Releases to be distributed as appropriate - Speeches written a minimum of 2 days before event - Welcome letters to be drafted 1-3 days prior to due date E. newsletters to be drafted 1-3 days prior to distribution date - Visiting Journalist Programme spans a calendar year, trip maybe centered around specific calendar events or maybe customized for specific journalist stories - Photography and graphic support provided as upon request - Attend all briefings as required by Chairpersons or by the Ministry	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100%
Location Cayman Islands, USA, Canada and UK	100%	100%
Cost	\$1,224,457	\$1,675,504
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: TOU 9)		

DAT 8	Tourism Advertising Activities	\$7,007,164
Description Market the Cayman Islands through the following methods of advertising: • Print • Radio • Television • Web/ Internet • Outdoors Placements (Billboards, sports screens etc.)		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of print insertions • Number of television spots • Number of web locations (digital activity placements)	235-245 8,400-8,600 255-265	235-245 8,400-8,600 255-265
Quality • Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism • In compliance with agreed plans and strategy • Branding image to be maintained at all times	100% 100% 100%	100% 100% 100%
Timeliness • In accordance with agreed plan/ timelines of Department of Tourism'	100%	100%
Location Cayman Islands, USA, UK and Continental Europe and Canada	100%	100%
Cost	\$7,007,164	\$7,114,345
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS output: TOU 22)</i>		

DAT 9	Tourism Sales and Promotion	\$3,867,926
Description		
Promote an awareness of, and travel to, the Cayman Islands using a variety of tools for both our trade and consumer audiences. These tools will range from in person sales calls with travel agents to Familiarization trips for travel agents to online presence through the management of seven websites used for promotional purposes.		
• Trade - o Participate in Trade Shows - o Conduct Trade Training Seminars - o Sales “Blitz” - o Sales calls - o Partnership/Affinity Programs - o Familiarization Trips • Consumer - o Events Sponsorships - o Consumer Shows - o Partnership/Affinity Programs • Web management - o Special Events and Promotions - o Content Updates - o Partner E-brochure updates - o Consumer Enhancements • Social Media - o Messages - o Videos		
Measures	2014/15 Budget	2013/14 Forecast
Quality		
• Exhibits at Trade Shows to be displayed in accordance with Tourism	100%	100%
• Guidelines		
• Special Events, Familiarisation Trips, Sales Calls, Sales blitz’s & Training to be conducted by qualified, knowledgeable personnel	100%	100%
• Quality should be in compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
• Web Site will be maintained and updated in accordance with the digital media framework and organizations’ strategic objectives	100%	100%
• Social media messages and videos in accordance with the digital media framework and social media strategy and implantation documents	100%	75-100%
Timeliness		
• Ongoing throughout the period	100%	90-100%
• Web site management and social media will be in accordance with the annual marketing plan	100%	75-100%
Location		
US, UK, Canada and Cayman Islands	100%	100%
Cost	\$3,867,926	\$4,023,527
Related Broad Outcomes:		
1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: TOU 21)		

DAT 10	Tourism Marketing	\$1,706,786
Description Direct marketing of the Cayman Islands to consumers, sellers and suppliers through: - Consumer -potential and past visitors and visitor groups, e.g. past guests of hotels, condos, airlines and potential visitor groups, e.g. database listings from magazines, partner programmes, consumer shows e.g. Caribbean travel and life, Crate and Barrel, Adventure Travel Show respectively. - Trade (Sellers = travel agents and wholesalers and suppliers = hotels, airlines etc.) Marketing is done through:		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of direct marketing initiatives: Consumer - Number of hard copy collateral developed and distributed - Number of electronic post cards, newsletters or e-blasts developed and distributed Trade - Number of hard copy collateral developed and distributed - Number of Electronic post cards, newsletter or e-blast developed and distributed	40-50 210-220 5-10 30-40	40-50 210-220 5-10 30-40
Quality - In accordance with the digital media framework - In accordance with the agreed strategy, plan and timeline of DOT's annual marketing plan - Branding image to be maintained at all times	100% 100% 100%	100% 100% 100%
Timeliness In accordance with the annual marketing plan	100%	100%
Location Cayman Islands US, UK and Canada	100%	100%
Cost	\$1,706,786	\$1,655,088
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: TOU 20)		

DAT 11	Support for Local Tourism Providers	\$1,465,745
Description Support for local tourism providers involving: • Implement pilot environmental program for the tourism sector- Environment Management Systems (EMS) • Identify and facilitate physical product enhancement projects • Identify and facilitate tourism service enhancement projects • Data collection, preparation and publication of statistical reports, to be provided to Department of		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of EMS support sessions, EMS training workshops and accredited activities • Number of tourist way finding and attraction location signage, nature tourism infrastructure projects and support projects • Number of reports produced • Number of Heritage Awareness Projects, Product Development Initiatives and Cultural Activities to enhance visitor experience • Number of cruise industry outlook reports , training sessions, workshops and consultation meetings with Cruise Industry Partners	29-45 11-36 51-77 34-54 18-44	29-45 11-36 51-77 34-54 18-44
Quality • Environmental Management Systems (EMS) set up will meet: The internationally recognised environmental standards of Green Globe Certification or another similar accredited environmental programme • Signage will comply with guidelines set forth by the Department of Tourism • Visitor experience programmes will be enhanced by local musicians and qualified Frontier staff • Data gathered and reports written according to Tourism Law (1995 Revision) and Tourism Regulations (1996 Revision) • Programmes will be carried out in accordance with NTMP and the annual work plan of the Department of Tourism	100% 100% 100% 100% 75-100%	100% 100% 100% 100% 100%
Timeliness • Ongoing throughout the period • Reports for any particular month will be produced and approved for release by the last Friday of the following month.	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,465,745	\$1,844,867
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: TOU 15, TOU 16, TOU 18, TOU 23, TOU 24)		

DAT 12	Collection of Coercive Revenue	\$442,271
Description Collection of coercive revenues on the following: • Tourist Accommodation Tax • Tourist Accommodation License Fees • Environmental Protection Fund Fees for airlines and cruise ships • Cruise Ship Departure Charges • Review records of tourist resorts to ensure that the revenue submitted to the department is in compliance with the Tourism Law, and Tourist Accommodation Taxation Law • Collection of Government Revenue.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of tourist accommodation tax collection transactions • Number of timeshare tax collection transactions • Number of license fee transactions • Number of accommodations audit reports issued • Number of revenue collection transactions/receipts	4,100-4,300 70-75 315-325 1-3 8,000-8,500	4,100-4,300 70-75 315-325 1-3 8,000-8,500
Quality • All TAT and TST due are collected according to Tourism Law • License fees collected from all new properties opening and all new units or properties entering the rental pool during this period as well as all renewals • Revenue reconcillation carried out monthly	95-100% 95-100% 100%	95-100% 95-100% 100%
Timeliness • Collect tourist accommodation and timeshare tax on or by the 28th of each month, following the month in which accommodation was provided • Collect tourist accommodation license fees upon the application for a license or renewal	95-100% 95-100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$442,271	\$635,066
Related Broad Outcome 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: : DAD 20, TOU 17)		

DAT 13	Weather Forecast Services	\$1,124,588
Description Non Aeronautical Services for Tropical Storms, Hurricanes, Floods, Marine and Severe Weather are provided to various social and economic sectors including the Construction and Tourism industry and the General Public. This results in the provision of the following: • Public Weather Forecast • Inclement Weather and Associated Impacts Warnings		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of Public Weather Forecasts • Number of Special Reports • Number of Weather Warning	1,075-1,100 30-50 200-250	1,075-1,100 30-50 200-250
Quality • All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices recognised by the World Metrological Organisation (WMO)	95-100%	95-100%
Timeliness • Public Weather Forecast will be issued three times daily • Warnings will be issued as required for threatening severe weather systems for the Cayman Islands	100% 100%	100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$1,124,588	\$1,131,642
Related Broad Outcome 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: NWS 2)</i>		

DAT 14	Public Transport Services	\$591,672
Description Provision of services on behalf of the Public Transport Board including: - Managing or regulating access to Public Transportation System through issuance of permits to taxi, tours, bus water sports, vehicles, school buses and churches prior to operations - Monitoring safety and security standards of all public transportation vehicles, ensuring compliance with rules and appropriate laws and carrying out incident investigations - Managing the dispatch of Taxi and tour operators to the George Town Port - Managing the dispatch of Omni Bus operators from the George Town bus depot		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of reports prepared - Number of applications processed - Number of permits and IDs issued - Number of inspections carried out - Number of complaints investigated - Number of Omni buses ranked and dispatched per month	18-36 800-1,200 500-700 750-1,000 350-500 4,500-6,000	18-36 800-1,200 500-700 750-1,000 350-500 4,500-6,000
Quality - Reporting will be in accordance with established law and regulations - Applications process in accordance with established laws and regulations - Permits issued in accordance with decisions made by the Public Transport Board - Inspections carried out in accordance with established laws - Investigations carried out in accordance with the Traffic Law and Public	100% 100% 100% 100% 100% 70-100%	100% 100% 100% 100% 100% 70-100%
Timeliness - Reports will be prepared within ten working days of the following month - Complaint investigations will be conducted within two working days	90-100% 75-100% 60-100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$591,672	\$431,773
Related Broad Outcomes: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs: PTO 2, PTO 3, PTO 4)		

OUTPUT SUPPLIER: CAYMAN AIRWAYS LIMITED (CAL)

CAL 1	Strategic Domestic Air Services	\$2,848,928
Description Provision of air service between Grand Cayman and Cayman Brac and Little Cayman, using Twin Otter aircraft and specific jet supplemental flights.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - One way flights between Grand Cayman and Cayman Brac or Little Cayman - One way flights between Cayman Brac and Little Cayman - One way passengers carried	5,000-5,600 1,800-2,100 75,000-80,000	5,000-5,600 1,800-2,100 75,000-80,000
Quality All flights will be operated in accordance with the airline's safety, operating and maintenance standards	100%	100%
Timeliness All flights will be operated with due regard for timeliness and reliability	100%	100%
Location Cayman Islands	100%	100%
Cost	\$2,848,928	\$2,949,058
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CAL 1)</i>		

CAL 2	Strategic Tourism, Regional and Core Air Services	\$14,956,872
Description Cayman Airways provides direct air service to strategic US and regional gateways identified as key source markets for expanding the Cayman Islands tourism base and for facilitating the economic development of the Cayman Islands.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of direct, one way flights per annum - Number of one ways passengers carried per annum	4,400-4,900 300,000-350,000	4,400-4,900 300,000-350,000
Quality All flights will be operated in accordance with the airline's operating, safety, and maintenance standards	100%	100%
Timeliness - Operates each month of the year with seasonal fluctuations - Flights are expected to operate on Schedule (departure and/or arrival within 15 minutes of schedule)	85% 85%	85% 85%
Location - Strategic US gateways including: New York, Miami, Tampa, Orlando, Fort Lauderdale, and Chicago - Regional gateways including: Kingston, Montego Bay, La Ceiba and Havana	100% 100%	100% 100%
Cost	\$14,956,872	\$14,956,872
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CAL 2)</i>		

OUTPUT SUPPLIER: TOURISM ATTRACTIONS BOARD

TAB 1	Management of Pedro St. James National Historic Site	\$851,940
Description To preserve, facilitate and market Pedro St. James for the enjoyment of both residents and tourists including the provision of: Preservation, protection and restoration of historical buildings; educational resources and information; maintenance and administration of visitors' centre and gift shop; collections and exhibitions; recreational and leisure facility for social events; special events and catering services.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of historical material and artifacts preserved - Number of historical buildings and memorials maintained - Number of social events organized - Collections and exhibitions arranged/maintained - Hours of administration of Visitor Centre and Gift Shop - Hours of inspection and maintenance of landscaping	190-200 4 15-20 3 3,000- 3,100 1,750- 2,000	190-200 4 15-20 3 3,000- 3,100 1,750- 2,000
Quality - Preservation complies in accordance with established guidelines - Maintenance meets the standard guidelines - Events organized by qualified personnel	100% 100% 100%	100% 100% 100%
Timeliness Ongoing	100%	100%
Location Grand Cayman	100%	100%
Cost	\$851,940	\$887,437
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: TBD 1)		

TAB 2	Management of Queen Elizabeth II Botanic Park	\$661,845
Description To preserve, facilitate and market the Queen Elizabeth II Botanic Park for the enjoyment of both residents and tourists including the provision of: preservation and protection of native fauna and flora; species management; maintenance of specialist gardens; maintenance of Visitor Centre and Gift Shop; recreational and leisure facility; educational resources/information; social venue; walking trails and maintenance of nursery.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Hours of administration of Visitor Centre and Gift Shop - Number of acreage preserved and protected in partnership with the National Trust - Number of specialist gardens - Number of special events - Number of visitor centre displays - Number of workshops organized	3,000 - 3,100 65 5 – 7 3 – 5 2 2	3,000 - 3,100 65 5 – 7 3 – 5 2 2
Quality - Preservation, maintenance of plants, trails and gardens in accordance with established guidelines - Well documented and labelled plant collection - Special events organized by qualified personnel - Safety standards in accordance with Agriculture and Environment regulations	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Open to the public daily 9:00 a.m. to 5:30 p.m. - Rentals by appointment - Special events and workshops available as agreed by appointment	100% 100% 100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$661,845	\$689,442
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: TBD 2)</i>		

TAB 3	Annual Pirates Week Festivals and Events	\$283,212
Description To facilitate and organize promotional and fund-raising events which culminate in an annual festival organized for the enjoyment and enlightenment of residents and visitors.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of musical presentations arranged - Number of pageantry (landing/parade) organized - Number of heritage displays organized - Number of art exhibitions organized - Number of visual displays (fireworks/confetti) arranged - Number of kids fun day arranged - Number of volunteers and awards night arranged - Number of publications available for promotion - Number of gift shops managed	6 -9 2 7 3 8-10 3-5 1 2 1	6 -9 2 7 3 8-10 3-5 1 2 1
Quality - All required activities arranged satisfactorily - Adherence to accepted standards for exhibition and publication - Participants professionally qualified and knowledgeable in appropriate techniques - Stock displays promotes the Pirates Week National Festival	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Events and activities arranged by October each year - Services available to customer Monday - Friday, 9.00 a.m. to 5:00 p.m.	100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$283,212	\$301,033
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: TBD 3)</i>		

TAB 4	Management of Cayman Islands Craft Market	\$125,111
Description Organize, promote, administer and execute the Cayman Craft Market as a venue for local artisans and musicians to exhibit and sell their products and crafts to visitors. The Cayman Craft Market will promote on-island offerings and provide an outlet for native arts and crafts.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of applications processed or amended - Number of vendors and artists coordinated - Number of inspection of supply and quality of products - Number of craft market buildings, tents, and landscaping maintained - And special events organized when not operated as a market	10 - 15 25 - 35 230 - 250 7 - 9	10 - 15 25 - 35 230 - 250 7 - 9
Quality - Ensure vendors compliance with code of conduct - Scrutinize applications for proper products criteria - Ensure quality presentation - Adherence to good public safety practices - Meet required standard of hygiene for the facilities - Events organized by qualified personnel	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness - Open to the public Monday to Friday - Events organized by the required timeframe as agreed	95-100% 95-100%	95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$125,111	\$130,324
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: TBD 4)		

TAB 5	Management of Hell Attraction	\$30,106
Description - To preserve and protect the natural resources of the attraction for the enjoyment of both residents and tourist. - To manage the rental agreements and the operation of the on-site gift shop and to oversee the general		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of rental agreements managed - Number of buildings and landscaping maintained - Number of acres of natural resources preserved and protected	3 2 1.44	3 2 1.44
Quality - Rental agreements signed by authorized personnel and meet contractual agreements - Adherence to good public safety practices - Preservation and maintenance of property in accordance with established guidelines	100% 100% 100%	100% 100% 100%
Timeliness Open to the public daily	100%	100%
Location Grand Cayman	100%	100%
Cost	\$30,106	\$31,360
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: TBD 5)</i>		

OUTPUT SUPPLIER: SISTER ISLANDS AFFORDABLE HOUSING CORPORATION

SIH 1	Sister Islands Affordable Housing Programme	\$71,506
Description Administer the Sister Islands Affordable Housing Initiative Programme and provide support services to low income Caymanian families		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of hours of general management and administration - Number of Homes Constructed	1,500-1,700 2-4	1,500-1,700 2-4
Quality - Site visits conducted by qualified personnel. - All financial transactions processed in accordance with the Public Managements Law	100% 95-100%	100% 95-100%
Timeliness Site reports to be completed within five days at the end of each month	100%	100%
Location Cayman Brac	100%	100%
Cost	\$71,506	\$74,465
Related Broad Outcome: 1.A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS output: SIH 1)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS ANGLING CLUB

NGS 1	Organize, Administer and Execute the Cayman Islands Fishing Tournament	\$31,087
Description Organize, administer and execute the Cayman Islands Fishing Tournament to promote sport fishing in the Cayman		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of tournaments arranged	1	1
Quality • Well promoted and organized	100%	100%
Timeliness • April 2014 to May 2014	100%	100%
Location Grand Cayman	100%	100%
Cost	\$31,087	\$32,382
Related Broad Outcome: A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: CAC 1)		

OUTPUT SUPPLIER: CARNIVAL COMMITTEE

NGS 3	Organization of Batabano Festival	\$20,122
Description Organization and execution of the Batabano Festival as an entertainment attraction for residents and tourists.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of parades arranged - Number of fund raising and promotional events organized	2 1-4	2 1-4
Quality Public safety, punctuality	100%	100%
Timeliness - Batabano Festival held in April - May 2014 - Fundraising ongoing throughout the period	100% 100%	100% 100%
Location Grand Cayman	100%	100%
Cost	\$20,122	\$21,388
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CCC 1)</i>		

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

NGS 7	Management of Small Business Development	\$259,200
Description Management assistance for small business development within the Tourism Industry. Services include: • Receipt and dispatching of pre-booked tours • Administrative matters including liaising with cruise ship representatives and fundraising marketing, banking and pay-outs to all operators/vendors • Corporate and all other related matters		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of members • Number of active members • Number of land tours organized • Number of sea tours organized • Average number of tours per boat operator • Average number of tours per taxi/bus operator • Number of tourism sub-sector represented	100-200 30-45 4000-6000 3000-5000 100-200 100-200 10	100-200 30-45 4000-6000 3000-5000 100-200 100-200 10
Quality • Quarterly reports will provide accurate, relevant and timely information	100% 100%	100% 100%
Timeliness • Members queries answered within 24 hours, within the hour if urgent • General reports issued as required • Quarterly financial reports within 30 days of end of quarter	100% 100% 100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$259,200	\$270,000
Related Broad Outcomes: A Strong, Thriving and Increasingly Diverse Economy <i>(Group comprises Purchase Agreement output: LSC 1)</i>		

OUTPUT SUPPLIER: MISS CAYMAN COMMITTEE

NGS 26	Organization of the Miss Cayman Committee Pageant	\$50,000
Description The administration, organization, promotion and execution of the Miss Cayman Islands Beauty Pageant.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Representation at Miss World Pageant - Local Miss Cayman Beauty Pageant arranged - Representation at Miss Universe Pageant	1 1 1	N/A N/A N/A
Quality Pageants conducted in accordance with international industry standards	90-100%	N/A
Timeliness October 2014	100%	N/A
Location Grand Cayman	100%	N/A
Cost	\$50,000	\$0

OUTPUT SUPPLIER: GARDENING CLUB

NGS 57	Gardening Projects and Landscaping	\$3,422
Description: To promote gardening and all things related to the enjoyment of the natural beauty of the Cayman Islands and undertake projects to beautify the community.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of beautification projects	2-4	2-4
Quality • Use local plants wherever possible • Comply with relevant policies and guidelines	90% 100%	90% 100%
Timeliness • Projects completed within agreed timeframe	90%	90%
Location Grand Cayman	100%	100%
Cost	\$3,422	\$3,565
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: GCG 1)		

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

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

PAH 1	Advice and Support to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure	\$2,094,561
Description Policy advice and administrative support to the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure on electrical suppliers, petroleum storage and handling, vehicle purchase and servicing, vehicle inspections and licensing, upkeep of parks and cemeteries, agriculture, management of Crown Estate and land survey regulation, land titles information, and management of public buildings.		
	2014/15 Budget	2013/14 Forecast
Quantity - Number of Cabinet papers - Number of Minister briefings - Number of Parliamentary answers - Instructions on legislative motions - Number of bills and reports per meeting - Attendance at meetings		
	90-110	70-80
	100-120	75-85
	3-7	1-3
	3-6	3-6
	4-8	4-8
	470-500	470-500
Quality - All cabinet papers to be reviewed and signed off by the Hon. Minister or the Chief Officer - All advice or analysis for parliamentary answers will be sought from qualified sources and signed off by the Hon. Minister or the Chief Officer - Cabinet Papers will comply with Cabinet instructions and policies - Legislation will be accurate and in alignment with the desires of the Government - Written and verbal communications will be accurate. - Activities will comply with relevant Government guidelines, regulations and legislation		
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Timeliness - Cabinet submissions will be in line with the Cabinet's deadline - Legislative Motions and Bills – within specified time frame for required meetings of the Legislative Assembly - Ministers Cabinet instructions will be actioned within a time frame agreed		
	95%	95%
	95%	95%
	95%	95%
Location Cayman Islands		
	100%	100%
Cost		
	\$2,094,561	\$2,320,934
Related Broad Outcomes Modern, Smart Infrastructure A Robust Agriculture Sector Suited to the Needs & Resources of the Country		
<i>(Group comprises ABS outputs: MPA 1, MPA 2, AGR 32, PWD 1,VLT 10)</i>		

PAH 2	Emergency Response Services	\$266,269
Description Provide emergency response services to include: - Maintenance of stand-by generators, a fleet repair and fuel capacity to respond to service demands by fleet clients and committees, in the event of a hurricane or any other natural emergency. - Hazardous waste operations and emergency response to natural or manmade events. - Carry out disaster preparedness activities for hurricane, earthquake and other natural and manmade disasters including: (1) Executing an annual hurricane preparedness exercise; (2) Responding to live storms/disasters		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of maintenance and inspection assignments required for 22 stand-by generators. - Number of buildings prepared / inspected - Number of shelters and critical facility mechanical / electrical / plumbing systems inspected.	320-360 97 35	375 97 35
Quality - Services performed in accordance with international and established departmental maintenance and repair standards. - Public Shelters and Government Buildings prepared in accordance with the requirements of Public Works Department's Hurricane Plan and Inspectors checklists. - 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.	100% 100% 100%	95% 100% 100%
Timeliness - Facility condition Reports to be delivered within 60 days of request. - Annual hurricane preparedness exercise carried out in May each year (prior to the start of the hurricane season)	95% 95%	95% 95%
Location Cayman Islands	100%	100%
Cost	\$266,269	\$109,357
Related Broad Outcomes 3. A More Secure Community		
(Group comprises ABS outputs: DVE 5, PWD 10)		

PAH 3	National Mail Service	\$1,438,439
Description • The processing of domestic and incoming international mail for local delivery • The processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands • Production of official Cayman Islands stamps • Philatelic Services (stamp collecting) • The processing of domestic and incoming international mail for local delivery • The processing and overseas dispatch of outgoing international mail to countries outside the Cayman Islands		
Measures	2014/15 Budget	2012/13 Actual
Quantity • Number of domestic and International mail items processed • Number of stamp sales transactions • Number of express mail services items processed • Number of post office box rental transactions • Number of stamp issues produced • Number of Philatelic educational presentations	4.1-4-6 million 61,100-77,500 13,300-14,350 12,300-13,500 3-5 2-4	5.6 million 75,606, 11,345 12,450 5 3
Quality • All incoming and outgoing mail is processed in accordance with established Cayman Islands Postal Service procedures, the Postal Law and Regulations, the Universal Postal Union Regulations and where applicable, the Customs Law and Regulations (Grand Cayman) • Stamp production in accordance with guidelines set by Her Majesty, Cabinet and Stamp Advisory Committee • Ensure that presentations are conducted by Postal staff knowledgeable in Philatelic or by Stamp Advisory Committee members	100% 100% 100%	90% 100% 100%

PAH 4	Management of Public Recreational Facilities and Cemeteries	1,279,117
Description - Monitoring the development of parks, public beaches, cemeteries and public beach access. - Landscaping, maintenance and management of public areas including portable toilets.		
Measures Quantity - Number of public toilets maintained - Number of docks/ramps maintained - Number of cemetery maintained - Number of beaches maintained - Number of beach access maintained - Number of parks and sites maintained - Number of streets/sidewalks maintained - Number of miles of road cleaned		2014/15 Budget 14-16 8-15 12-15 12-15 15-25 10-17 10-25 10-20
		2013/14 Forecast 14-16 8-15 12-15 12-15 15-25 10-17 10-25 10-20
Quality - Public Toilets maintained daily - Docks / Ramps and Parks maintained weekly - Cemetery grounds maintained - Beaches and beach access maintained weekly - Inspection of streets/sidewalks by Supervisor and General Manager - Inspection of streets cleaned with MADVAC Street Sweeper by General Manager		100% 100% 100% 100% 80-100% 80-100%
Timeliness - Public toilets maintained daily - Docks/Ramps and Parks maintained weekly - Cemetery grounds maintained - Beaches and beach access maintained daily/weekly		95% 100% 100% 100%
Location Grand Cayman		100%
Cost		\$1,279,117 \$1,345,390
Related Broad Outcome - A More Secure Community - A More Efficient, Accessible and Affordable Public Service - Modern, Smart Infrastructure		
(Group comprises ABS outputs: PWD 6, PWD 7)		

PAH 5	Agriculture Regulatory Services	\$1,615,599
Description Administration of programmes to regulate the import and export of plants, plant products and aggregate. Administration of programmes to detect and prevent the entry, establishment and spread of new plant pests. Activities to regulate the importation and promote the safe use, handling and storage of pesticide products. Inspection of licensed premises to ensure compliance with the conditions of their operating license Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards Issuance of permits and certificates prior to the importation or exportation of animals and animal products		
Measures	2014/15 Budget	2012/13 Actual
Quantity - Number of plant import permits and phyto-sanitary certificates permits and certificates issued - Number of public education/ awareness events - Number of animals attended - Number of animals slaughtered - Ante mortem Inspections completed	400-500 15-20 1,100-1,300 550-650 550-650	459 15 1,175 650 558
Quality - Import permits issued in compliance with local regulations - Plant phyto-sanitary certificates issued in compliance with regulations set by country of import - Public awareness events organised by qualified personnel and appropriate to target audience - Inspections conducted by qualified persons and in accordance with Animals Law and supporting regulations - Medical/surgical services carried out by qualified personnel - Animals slaughtered and dressed in compliance with Regulations and Departmental Standards	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
Timeliness - Maximum period between receipt of application and rendering a decision: two working days - All consignments of aggregate inspected within 24 hours of arrival - Animals slaughtered within 24 hours of delivery to Abattoir - Emergency calls: Calls responded to within two hours - Quarterly Public Awareness Events	100% 100% 100% 95-100% 100%	100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,615,599	\$1,564,643
Related Broad Outcome 11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country		
(Group comprises ABS outputs: AGR 24, AGR 25, AGR 29, AGR 31)		

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

PAH 6	Agriculture Development Services	\$372,812
Description Provision of marketing, agri-business, promotional, public relations, training and logistical services to support the development of the Agricultural Sector, through: • Provision of assistance and support to educational activities and programmes target at the youth • Provision of assistance and support for marketing, promotion and increased public awareness of local agricultural products and the sector as a whole. • Provision of support to individual farmers and entrepreneurs to assist with their marketing and agri-business needs. • Coordination Media liaison activities and general PR to inform the public on sectorial issues. • Coordination and administration of the Agricultural Membership Programme & support recognized farmers in accessing benefits and services offered by the wider Government Service.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of written responses to media inquiries, interviews, media events and press releases produced, conducted or assisted with • Number of training and educational interventions and activities coordinated and/or delivered. • Number of educational activities and programmes for the youth • Number of man-hours spent in preparation and delivery of marketing, agri-business, promotional, technical, administrative and logistical services to support the development of the sector and improve and enhance National Food Security, • Number of man hours spent administering the Agricultural Membership Programme	6-8 400-500	6 470.25 75.5
Quality • All promotional, PR and public awareness information released to be approved by the Head of Department or Ministry as appropriate • All interviews and media events conducted by personnel approved by Head of Department or Ministry as appropriate • All technical, agri-business and marketing advice, training, technical support to schools and youth organisations and logistical support to the sector and agricultural organizations to be provided by suitably qualified persons appropriate to the specific assignment	100% 100% 100%	100% 100% 100%
Timeliness • All information provided for press releases to be prepared and be ready for approval by the Head of Department and/or the Ministry within the set timeframe • All written responses to the media are to be completed and be ready for approval by the Head of Department and/or the Ministry within 3 working days • All projects and are to be reported on quarterly • All training courses delivered in accordance with an agreed schedule	95-100% 100% 100% 95-100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$372,812	\$421,426
Related Broad Outcome 11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country <i>(Group comprises ABS output: AGR 26)</i>		

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

PAH 8	Management of Special Projects	\$828,572
Description Provision for architectural, project management and quantity surveying services.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of drawings/plans produced - Number of cost estimates produced - Number of Project Service Level Agreements (PSLA) signed - Total Number of hours executing and monitoring Special Projects - Number of major projects being managed	30-40 30-40 30-35 20-30 1-3	20 28 3 9 NA
Quality - Drawing/plans produced in accordance with the Central Planning Authority and Building Control Unit requirements - Pre-tendered estimates within 10% of successful tender received - Project Service Level Agreements (PSLA) to define project scope, time-frame and budget - Meeting client's requirements and successfully fulfilling planning (CPA) and building control(BCU) approval - Chief Officer will approve term of reference - Multi – disciplinary approach will be taken to all projects	85% 90% 100% 90% 100% 100%	85% 90% 100% 90% 100% 100%
Timeliness Plans, cost estimates and project management within time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame.	85%	85%
Location Cayman Islands	100%	100%
Cost	\$828,572	\$882,566
Related Broad Outcomes - A More Secure Community - A More Efficient, Accessible and Affordable Public Service - Modern, Smart Infrastructure		
<i>(Group comprises ABS output: MPA 3, PWD 8)</i>		

PAH 9	Management of Land Information	\$2,942,404
Description - Valuation and Collection of Stamp Duty - Technical Advice on Land and Survey Matters - Provision of a Land Registry to record land title information - The provision of Land Survey services - Quality Assurance (QA) and Quality Control (QC) through provision of a Quality Management System (QMS) covering all aspects of the survey and mapping processes within Lands and Survey. - The provision and maintenance of National Land Survey Control Network to facilitate the cadastre, mapping and National Land Information System - To coordinate, manage, facilitate and deliver the National GIS within which geospatial data is stored and contributed to by public and private sector entities. - To provide geographical information and mapping services utilising the National GIS. - To provide new Geographic Information solutions in support of departmental and broader Government mandates and initiatives, and business development with the private sector, utilizing data organized within the National GIS framework.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of enquiries processed - Number of new parcels - Number of maps produced - Number of surveys conducted - Number of survey plans authenticated - Number of applications/solutions developed - Number of GIS customer support requests processed - Number of Companies subscribed and Government Agencies supported by the National GIS - Number of inspections conducted on GPS base stations	6,500-7,000 900-1,100 300-400 25-35 200 10-15 400-500 130 24	7,200 744 350 10 145 25 600 113 24
Quality - Valuations are conducted by qualified personnel - Advice provided by professional and qualified personnel - All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure. - Compliance with Land Surveyors Law (1996 Revision) and the Land Survey Regulations (1996 Revision) - Inspections are conducted according to Lands and Survey policies and principle	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

Timeliness		
• Valuation turnaround time for all cases – two to five working days after receipt of all relevant documents	100%	100%
• Advice is provided within two working days of request	100%	100%
• All documents are processed within 10 working days after receipt of request.	100%	100%
• Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request	100%	100%
• Inspections of GPS base stations conducted six times per year	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$2,942,404	\$2,931,873
Related Broad Outcome		
5. Modern, Smart Infrastructure		
<i>(Group comprises ABS outputs: LSU 1, LSU 2, LSU 3, LSU 4, LSU 5, LSU 6, LSU 11, LSU 12)</i>		

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

PAH 10	Management of Government Properties	\$12,720,624
Description Management of Government properties including; - Property procurement for Government, by way of lease, outright purchase or compulsory acquisition Roads Law (2005 Revision) or Land Acquisition Law (1995 Revision), together with disposals of Crown lands including Crown Grants and Vestings. Rent reviews and lease renewals for Cabinet. - General management of unoccupied Crown-owned land holdings and Crown properties leased to third parties. - The provision of a real estate valuation and appraisal service to Government, to permit negotiation of claims for compensation (i.e. roads), acquisition/disposal of Government property - Provision of Facilities Management service for multi-user Government Buildings - Advice and services on government buildings and facilities and related matters to support various entities - Maintenance to and construction of government facilities		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of property acquisitions - Number of land inspections completed - Number of valuation reports completed - Number of contracts managed - Number of meetings attended - Number of maintenance work orders completed	5 100 10-15 50-60 100-150 6,000-8,000	1-2 140 15 50-60 100-150 4,000-6000
Quality - All acquisitions, disposal or leasing are in accordance with Statutory regulations and current applicable Laws- Roads Law (2005 Revision) and Land Acquisition Law (1995 Revision) - Inspections of the Craft Market and other crown properties are signed off by the Chief Valuation Officer - All reports are prepared in accordance with the current Royal Institution of Chartered Surveyors Valuation Manual/Regulations - All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes - Meetings attended by qualified/experienced persons - Work orders signed off by Supervisor confirming work completed to acceptable standard.	100% 100% 100% 95-100% 95% 95%	100% 100% 100% 95-100% 95% 95%

Timeliness • Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion. • Monthly inspections of Craft Market and regular inspections of other crown properties • Turn-around time for all reports – four weeks • Weekly inspection of each site and preparation of maintenance schedule once per year • Expected outcomes are delivered within the timeframe stipulated in all contracts. • Meetings attended as scheduled • Routine work orders and preventative maintenance work orders to be completed in accordance with timeframes in “work order timeframes” guide	90-100%	90-100%
	95-100%	95-100%
	90-100%	90-100%
	90-100%	90-100%
	95-100%	95-100%
	95%	90%
	95%	95%
Location Cayman Islands	100%	100%
Cost	\$12,720,624	\$12,936,301
Related Broad Outcome 3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure		
<i>(Group comprises ABS outputs: LSU, 7, LSU 8, LSU 9, MPA 4, PWD 2, PWD 9)</i>		

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

PAH 11	Procurement and Maintenance of Government Fleet	\$4,511,290
Description - Conducting and performing acquisition processes leading to the purchase of most suitable fleet for its intended purpose(s). - Preventative maintenance and repair services - Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client - Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet - Provide technical advice and assistance to the client on fleet related matters		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of authorized fleet applications processed - Number of authorized maintenance work orders processed - Number of units authorized for disposal - Amount of imperial gallons of fuel required - Number of applications for advice, discussions and recommendations relating to fleet	20-30 2,500-3,000 30-40 350,000-450,000 60-100	30 3,000 40 350,000-450,000 N/A
Quality - Perform technical researches to assist with selecting and developing suitable unit specifications - Consult with the fleet client when the application is received to ensure the vehicle defect sheet/form is completed correctly. - Application are processed by assessing the condition of a unit and providing the client with a report including a disposal recommendation with an estimated value of the unit - Applications are processed by ensuring the Chief Officer approves the disposal recommendation before implementing it - Fully automated fuel system available - Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labor guides	100% 95% 100% 100% 95% 100%	100% 95% 100% 100% N/A 95%
Timeliness - Orders placed within two (2) working days of receiving approval from the client's Chief Officer. - Unscheduled repairs are performed on a first come basis and as determined by the Manager of Fleet maintenance. - Disposals by public auction are provided in the local media for two weeks, twice per week followed by a public auction within fifteen working days after the adverts. - Fuel is available 24 hours per day, 365 days per year. - Processing of applications for advice will commence within two (2) working days of receipt.	100% 95% 95% 100% 95%	100% 95% 95% 95% 95%
Location Cayman Islands	100%	100%
Cost	\$4,511,290	\$4,655,656
Related Broad Outcomes 5. Modern, Smart Infrastructure <i>(Group comprises ABS outputs: DVE 1, DVE 2, DVE 3, DVE 4, DVE 6)</i>		

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

PAH 12	Handling of Dangerous Substance	\$217,304
Description Administration of the petroleum handling and storage law, including inspection of fuel storage terminals. Advising on the safe handling and storage of hazardous substances. Inspection of workplaces to ensure compliance with safety, health and environmental environment for hazardous materials		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of liquefied petroleum gas facilities - Number of compressed gas facilities inspected - Number of bulk petroleum terminals inspected - Number of consultations on planning applications (tank installations) - Number of service stations inspected - Number of petroleum pump calibrations witnessed - Number of industrial sites inspected - Number of LPG tanks over 250 gallons inspected - Number of Operating Permits issued	1-2 7-10 3-4 35-45 15-16 15-16 100-150 130-140 100-150	1 7-10 3-4 25-35 13-16 11-13 170-200 130-140 N/A
Quality - Comply with the Dangerous Substances Handling and Storage Law, 2003 and codes for tanks specified in the Fire Code. - Inspections will be carried out by qualified inspectors	100% 100%	100% 100%
Timeliness - Inspections completed within four working days - Turnaround time of two days for fully compliant planning applications (tank installations)	95% 95%	95% 95%
Location Cayman Islands	100%	100%
Cost	\$217,304	\$223,146
Related Broad Outcome 5. Modern, Smart Infrastructure 10. Conservation of our Biological Diversity and Ecologically Sustainable Development		
<i>(Group comprises ABS output: CPI 1)</i>		

PAH 13	Provision of Planning Services	\$72,212
Description Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of statistical information reports produced	20-25	20-30
Quality Internal review and data quality assurance measures applied	98%-100%	98%-100%
Timeliness - Quarterly reports submitted within five working days of quarter end - Other reports processed within 15 working days of request	95%-100% 95%-100%	95%-100% 95%-100%
Location Cayman Islands	100%	100%
Cost	\$72,212	\$56,135
Related Broad Outcomes - A Strong, Thriving and Increasingly Diverse Economy - Modern, Smart Infrastructure		
<i>(Group comprises ABS output: PLN 33)</i>		

PAH 14	Management of Planning Applications	\$2,792,822
Description • Provide advice to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure as well as the Central Planning Authority on policy issues related to planning and development throughout the three islands • Prepare the annual report as required pursuant to Section 50 of the Development and Planning Law (2011 Revision). • The processing of development applications for planning permission • The enforcement of planning laws and regulations • The review of development applications for compliance with the Building Code for the issuance of building permits and the carrying out of inspections to ensure compliance with approved plans and certify buildings fit for occupancy • The provision of administrative and technical support to the Central Planning Authority (CPA), Development Control Board (DCB), Electrical Board of Examiners (EBE), and Development Planning Law and Regulatory Review Committee (DPL& RRC) to assist them in carrying out their mandates		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Hours spent on briefings, papers and reports • Number of reports to the Ministry • Number of routine applications processed • Number of Zoning queries processed • Number of enforcement cases opened • Number of reviews • Number of Inspections • Number of Certificate of Occupancy	2,000-2,750 1 600-650 50-75 120-145 5,000-5,500 13,000-14,500 1,500-1,700	2,000-2,500 1 500-550 50-75 120-145 5,000-5,500 12,500-13,000 1,500-1,700
Quality • Reviewed for compliance with the Development and Planning Laws (2011 Revisions) and Regulations (2013 Revisions), Central Planning Authority policies and vetted through internal review processes, where applicable • Report to Ministry is certified by CPA Chairman , DCB Chairman and Executive Secretary • Meeting Agendas and Minutes reviewed by Executive Secretary for accuracy before distribution	95%-100% 98-100% 95-100%	95%-100% 98-100% 95-100%

Timeliness - Report to the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure by February 3, 2014 - Routine applications – seven calendar days completion of initial review - Zoning queries – seven calendar days - Contact relevant parties – within Fifteen (15) calendar days of Case being opened - Processing routine (R3) applications –Twenty-One (21) calendar days - Inspections conducted within five (5) calendar days of request	98%-100%	98%-100%
	90%-100%	90%-100%
	95-100%	95-100%
	90-100%	90-100%
	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$2,792,822	\$2,986,103
Related Broad Outcomes 1.A Strong, Thriving and Increasingly Diverse Economy 3.A More Secure Community		
<i>(Group comprises ABS outputs: PLN 24, PLN 26, PLN 27, PLN 28, PLN 30, PLN 34)</i>		

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

PAH 15	Administration of Temporary Housing Initiative	\$56,272
Description Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including: • Organising the maintenances of the Government owned units • Collecting rental payments from tenants • Coordinating with tenants regarding relocation to permanent property solutions • Coordinating relevant social programmes for tenants		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of temporary housing units administered and/or maintained	6	20
Quality • Housing activity prioritised and completed in accordance with priorities established by Cabinet	100%	100%
Timeliness • Housing activity completed in accordance with timeliness established by the Cabinet	100%	100%
Location Grand Cayman	100%	100%
Cost	\$56,272	\$54,298
Related Broad Outcomes: 1. A More Secure Community		
(Group comprises ABS output: MPA 5)		

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

PAH 16	Licensing of Drivers and Vehicles	\$224,576
Description Provision of services relating to the collection of fees for testing vehicles and licensing of drivers.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of Vehicle Inspection - Number of Vehicle Licensed - Number of Written Tests - Number of Road Testing of Drivers - Provisional and Full Drivers' Licenses issued - Input of disqualifications/endorsements in Licensing register - Extract of records of Vehicles from Licensing Register - Extract of records of Drivers from Licensing Register	33,000-35,000 58,000-60,000 3,800-4,100 1,400-1,500 20,000-22,000 500-700 600-700 600-700	33,000 58,000 4,000 1,500 20,000 700 625 550
Quality Compliance with Traffic Law and Regulations, PFML and strict departmental standard by qualified personnel:	95-100%	90%
Timeliness - Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers 5 – 15 minutes - Provisional and Full Drivers' Licenses issued within 5 – 15 minutes - Input of disqualifications/endorsements within 1 - 2 working days upon receipt from Court office and Police Dept. - Extract of records within 3 – 5 working days	95-100% 95-100% 95-100% 95-100%	90% 90% 90% 95%
Location Cayman Islands	100%	100%
Cost	\$224,576	\$4,887
Related Broad Outcomes 3: A More Secure Community		
<i>(Group comprises ABS outputs: VLT 9)</i>		

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

PAH 17	Services to Farmers	\$2,205,671
Description - Provide agricultural supplies to farmers, backyard gardeners and the general public in an effort to promote agricultural production. - Support registered farmers and backyard gardeners - Provision of Animal Husbandry Services in order to optimise the productivity of livestock at the farm level		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Number of sales transactions processed	25,000-30,000	25,987
Number of hours providing agricultural land clearing	500-1,200	675
Number of animals registered	350-500	122
Number of animals received for Artificial Insemination	40-50	72
Number of hours providing crop husbandry services	2,500-3,000	2,315
Quality		
Transactions and orders are placed in accordance with the Public Management and Finance Law (2013 Revision), internal guidelines and are subject to approval by the Head of Department or his designate.	100%	100%
All land clearing is done in accordance with bulldozer policy guidelines	100%	100%
All animals to be registered in accordance with established Standard Operating Procedures	100%	100%
All Artificial Insemination services to be performed by qualified and experienced personnel using semen supplied by approved sires	100%	100%
Timeliness		
Service available to customers 8.5 hours per day Monday, Tuesday, Thursday, Friday (closed Wednesday) and 4.5 hours on Saturday (Grand Cayman)	100%	100%
Service available to customers 7.5 hours per day Monday -Friday (Cayman Brac)	100%	100%
Land clearing service provided to farmers in each district once a year.	80-100%	80-100%
All animals to be registered according to timeline as stated in the Standard Operating Procedures	100%	100%
All Genetic Improvement services to be actioned within 30 days of receipt of written request	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$2,205,671	\$2,104,472
Related Broad Outcomes 11. A Robust Agriculture Sector Suited to the Needs & Resources of the Country		
(Group comprises ABS outputs: AGR 21, AGR 27, AGR 28)		

Note: The total cost of supplying this output is \$4,001,171. However, the revenue of \$1,795,500 from third parties reduces the cost to Cabinet to \$2,205,671.

OUTPUT SUPPLIER: ELECTRICITY REGULATORY AUTHORITY (ERA)

ERA 12	Support to National Energy Policy Secretariat	\$15,000
Description Provide secretarial support to the National Energy Policy Committee established by the PLAHI Ministry.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity 100 man hours of National Energy Policy Committee secretarial support @\$150/hr	100	NA
Quality Meetings organized as requested, attendees notified and draft minutes produced for review and approval by the Chairman within 2 weeks of the meeting.	100%	NA
Timeliness As per quality	100%	NA
Location Cayman Islands	100%	NA
Cost	\$15,000	\$15,000
Related Broad Outcome: Modern, Smart Infrastructure		

OUTPUT SUPPLIER: INFORMATION AND COMMUNICATIONS TECHNOLOGY AUTHORITY (ICTA)

ICT 8	Drafting Instructions for the Development of Legislation	\$30,532
Description Provide Instruction on: - As Chair of the Data Protection Working Group, the drafting of a stand-alone Data Protection Law that protects an individual's rights to personal privacy. - Drafting of additional regulations, and amending existing regulations, under the ICTA Law 2010 Revision and the Electronic Transactions Law 2000. - Continuously monitor international technical standards and legislation in competitive jurisdictions, and recommend amendments to our legislation where appropriate in order to maintain our competitive position. - Provide specialist advice on legislation impacting the ICT sector.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Hours spent on drafting legislation, public consultations, international research on legislative issues	140	140
Quality All papers will: - Define issues clearly and succinctly, with the nature and scope of the issues being clear - Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques - Have recommendations that are unambiguous - Examine implementation issues and provide guidance where appropriate - Be prepared with due professional care	100%	100%
Timeliness All papers delivered by dates required	100%	100%
Location Cayman Islands	100%	100%
Cost	\$30,532	\$30,532
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 9	Management of KY Internet Domain	\$120,062
Description Development of policy for, and management of, the Cayman Islands Internet Domain (KY DOM). • Purchase of technical services for the .ky Internet domains • Consultation with all stakeholders • Establishing the necessary technical databases • Maintaining the required domain name servers • Receiving, approving and recording applications for registration • Receiving and recording registration payments • Responding to requests for information • Monitoring compliance with domain policy • Receiving and progressing complaints • Liaising with international internet organizations e.g. ICANN and Internet Society • Developing and maintaining the .ky domain registration web site (www.nic.ky)		
Measures	2014/15 Budget	2012/13 Actual
Quantity • Number of hours • Number of registrants	80 9,500-10,000	80 9,400-10,000
Quality All services will: • Be conducted with due professional care • Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques • Have recommendations that are unambiguous • Web-site will have provision for on-line feed-back	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness • All services delivered by dates required	100%	100%
Location Cayman Islands and technical sites in the USA	100%	100%
Cost	\$120,062	\$120,062
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 10	Collection and Verification of Licence Fees	\$100,383
Description Collection and verification of licence fees from major ICT network and ICT services, including: • Issuing invoices as required • Receiving payments and financial statements • Verifying payments against financial statements and licensing provisions • Resolving disputes over amounts paid • Taking action to recover outstanding payments • Remitting receipts to Government • Receiving and verifying annual adjustments based upon annual audited financial statements		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of license fees processed per year	120-140	120-140
Quality • Collection of fees due from licensees and amounts verified by ICTA staff before remittance to the Ministry • Supporting information provided by licensees verified to quarterly management accounts of licensee • Supporting information provided by licensees verified to annual certificates provided by external auditors	100%	100%
Timeliness • All payments verified within two weeks of receipt	100%	100%
Location Cayman Islands	100%	100%
Cost	\$100,383	\$100,383
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 11	Policy Advice on ICT Matters	\$43,757
Description Provision of policy advice and support to the Minister, Chief Officer and other Government entities on ICT matters, including compliance with the Government's international obligations, market liberalization and competitive pricing.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Hours spent on papers, drafts, verbal and written briefs, attendance at meetings, research and speeches	180	180
Quality All papers will: - Define issues clearly and succinctly, with the nature and scope of the issues being clear - Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques - Have recommendations that are unambiguous - Examine implementation issues and provide guidance where appropriate - Be prepared with due professional care	100%	100%
Timeliness All papers delivered by dates required	100%	100%
Location Cayman Islands	100%	100%
Cost	\$43,757	\$43,757
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 12	Education of Local Businesses and the General Public on ICT Issues	\$8,215
Description Education of the general public and private sector on ICT issues including • The effects of competition and the choices available • Individual rights when dealing with telecommunications companies • Complaint procedures • What information available from the ICTA • What is price regulation, and what does it mean of the individual? • Which networks and services require licences, and which do not?		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of hours: • Web site design and development • Design and production of printed co-lateral • Newspaper ads and/or press releases	15 3 3	15 3 3
Quality All services will: • Be conducted with due professional care • Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques • Have recommendations that are unambiguous • Resolution of on-line feed-back and complaints	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness All services delivered by dates required	100%	100%
Location Cayman Islands	100%	100%
Cost	\$8,215	\$8,215
Related Broad Outcomes 5.Modern, Smart Infrastructure		

ICT 13	Regional and International Representation	\$42,602
Description Act as the Cayman Islands point of contact and representative on, and pay membership fees to, regional and international ICT related organisations and associations such as: - American Registry for Internet Numbers (ARIN) - Caribbean Association of National Telecommunication Organisations - Caribbean Telecommunications Union - Country Code Names Supporting Organisation (CCNSO) - Commonwealth Telecommunications Organisation - Federal Communications Commission - Internet Corporation for Assigned Names and Numbers (ICANN) - International Civil Aviation Organisation (ICAO) - International Maritime Organisation (IMO) - International Telecommunications Union - North American Numbering Plan Association - Regional ICT Regulators - Société Internationale de Télécommunications Aéronautiques - Office of Communications (UK OFCOM)		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Representation at International and regional meetings and conferences - Responses to requests for written input and other correspondence - Detailed reports to Ministry	4 14 3	4 14 2
Quality - Define issues clearly and succinctly, with the nature and scope of the issues being clear - Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques - Have recommendations that are unambiguous - Examine implementation issues and provide guidance where appropriate - Be prepared with due professional care	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness All services delivered by dates required	100%	100%
Location Cayman Islands and Overseas	100%	100%
Cost	\$42,602	\$42,602
Related Broad Outcome: 5.Modern, Smart Infrastructure		

OUTPUT SUPPLIER: NATIONAL HOUSING AND DEVELOPMENT TRUST

NHT 4	Administration of the Affordable Housing Initiative	\$145,535
Description Administer Affordable Housing Initiative Program and provide support services to low income Caymanian families.		
Measures Quantity - Number of site visits - Number of leases under special debt servicing arrangements - Number of rental applications assessed - Number of job orders processed and client assessed - Number of community service projects	2014/15 Budget	2013/14 Actual
	20-24 20-24 8-10 800-1000 2	20-24 20-24 8-10 800-1000 2
Quality - Site visit conducted by qualified personnel - All special debt service arrangements in accordance with guidelines set by the trust - Job orders process in order of priority by Maintenance Manager - Rental applications assessed with the guidance set by the Trust - Customers expressing satisfaction with the effects of the community service to the community	100% 95-100%	100% 95-100%
	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Timeliness - Site reports to be completed within five days at the end of each month. - Maximum time for submitting arrears report – 15 days after end of quarter - Minimum of one report per month.	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location - Windsor Park Affordable Home Site, George Town - West Bay Affordable Home Site, West Bay - Eastern Avenue Affordable Home Site, George Town 118 Dorcy Drive, Grand Cayman	100% 100% 100% 100%	100% 100% 100% 100%
	100% 100% 100% 100%	100% 100% 100% 100%
Cost	\$145,535	\$210,035
Related Broad Outcome: 3.A More Secure Community		

NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	\$231,035
Description Administer of the Government Guarantee Home Assisted Mortgage (GGHAM) Program and provide support services to low income Caymanian families.		
Measures Quantity - Number of applications processed - Number of special debt servicing arrangements - Number of financial counseling - Number of client meetings/interviews - Number of GGHAM meetings - Number of guarantee processed	2014/15 Budget	2012/13 Actual
	10-20	10-20
	175-200	175-200
	20-25	20-25
	175-200	175-200
	10-20	10-20
	10-20	10-20
Quality - Applications process according to approve guidelines - All special debt service arrangements in accordance with guidelines set by the trust - Financial counseling done by qualified personnel - Site visits conducted by qualified personnel	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Timeliness - Maximum of three days for processing of applications - Maximum of five days for approval/decline response - Counseling done within five days of request - Site reports to be completed with five days at the end of each month	95-100% 95-100% 80-90% 95-100%	95-100% 95-100% 80-90% 95-100%
Location 118 Dorcy Drive, Grand Cayman	100%	100%
Cost	\$231,035	\$231,035
Related Broad Outcome: 3.A More Secure Community		

NHT 6	Administration of the New Affordable Housing Initiative	\$204,035
Description Administer the New Affordable Housing Initiative Program which provides support services to low income Caymanian families.		
Measures	2014/15 Budget	2012/13 Actual
Quantity - Number of applications processed - Number of site visits - Number of client meetings/interview - Number of project development meetings - Number of "Home Buyer Educational Counseling" classes	150-200 150-200 150-200 35-50 2	150-200 35--50 150-200 150--200 2
Quality - Applications process according to approve guidelines - Site visits conducted by qualified personnel - Development approval recorded in minutes and distributed to qualified persons - HBEC classes conducted by qualified personnel	95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100%
Timeliness - Maximum of three days for processing of applications - Maximum of two site visit reports completed quarterly - Maximum of five days for distribution of minutes - Maximum of two days for reports on class conducted	95-100% 95-100% 100% 95-100%	95-100% 95-100% 100% 95-100%
Location 118 Dorcy Drive, Grand Cayman	100%	100%
Cost	\$204,035	\$204,035
Related Broad Outcome: 3.A More Secure Community		

OUTPUT SUPPLIER: CAYMAN ISLANDS HUMANE SOCIETY

NGS 24	Spaying and Neutering of Dogs and Cats	\$18,600
Description Provide the community with low cost/financially assisted spay/neuter of local companion animals (dogs and cats)		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of dogs/cats spayed or neutered	1,050	1,050
Quality All procedures will be supervised by trained professionals to ensure treatment is done in a humane manner.	100%	100%
Timeliness Throughout the period. A report will be submitted one week after the end of each quarter.	100%	100%
Location The Cayman Islands Humane Society –153 North Sound Road	100%	100%
Cost	\$18,600	\$18,600
Related Broad Outcome: 6. A Fit and Healthy Population		

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

OUTPUT SUPPLIER: MINISTRY OF FINANCIAL SERVICES, COMMERCE AND ENVIRONMENT

FSC 7	An Internationally Competitive Financial Services Industry	\$2,027,481
Description A policy-driven legislative framework that enables financial services providers to satisfy client demand and create new opportunities for industry growth.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Primary Legislation supporting the areas of responsibility for the Ministry. Amendments and new legislation supported by an industry consultation process, and competitor analysis arising from research and attendance at various meetings and events. - Hours spent on policy and legislative reports and papers	25 – 35 5,000 – 6,000	25 – 35 5,000 – 6,000
Quality - Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information. - Policy advice includes all relevant information and designed to deliver efficient and effective responses	100% 100%	100% 100%
Timeliness Dictated by Cabinet and the Legislative Assembly.	100%	100%
Location Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.	100%	100%
Cost	\$2,027,481	\$2,232,713
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
(Group comprises ABS output: FSA 2, FSS 3, TIA6)		

FSC 8	A Business Climate Conducive to Local Commerce	\$512,787
Description Provision of technical assistance to entrepreneurs and small business owners; delivered through seminars, workshops, as well as one-on-one confidential business counselling. A policy-driven legislative framework that enables local businesses to satisfy customer demand and create new opportunities for growth and development of the Cayman economy.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Small business workshops - Hours spent providing individualised, confidential business counseling - Small business conference showcasing SMEs in the local market. - Hours spent on Legislation supporting local Commerce. Amendments and new legislation supported by an industry consultation process	8 – 12 1,300-1,600 1 750-1,200	8 – 12 1,200 1 75-100
Quality - All services provided according to published service standards by trained staff or expert outside advisors. - Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information.	100% 100%	100% 100%
Timeliness - Services delivered with consideration for the time constraints often faced by small and micro business owners. - Consultation conducted according to agreed timeframes.	100% 100%	100% 100%
Location Services are delivered within the Cayman Islands.	100%	100%
Cost	\$512,787	\$325,639
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises ABS output: DCI 5, DCI 10)</i>		

FSC 10	A Robust, Efficient Regime for the Registration of Corporate and Vital Information, and the Licensing of Businesses	\$2,770,354
Description Issuance of licences for the conduct of local business activity in specific sectors according to relevant legislation. This includes Trade and Business Licenses, Local Company (Control) Licenses, Special Economic Zone Licenses, Liquor and Music and Dance Licenses, Tobacco Permits. Processing of registration applications in a number of corporate and vital information registers. This includes registration of births, deaths, marriages, companies, partnerships, trusts, patents & trademarks.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of applications renewed/granted - Number of registrations - Number of certificates issued	5,123 – 5,922 13,950 – 15,201 68,500 – 79,500	5,080 – 5,920 12,620 – 14,240 68,500 – 79,500
Quality - All applications processed in accordance with standards and requirements as outlined in the relevant law. - All registrations processed in accordance with standards and requirements as outlined in the relevant law.	100% 100%	100% 100%
Timeliness - Licence application decisions communicated within time period specified in law or as set out in published policy. - Registrations completed within time period specified in law or as set out in published policy.	100% 100%	100% 100%
Location Services are delivered within the Cayman Islands.	100%	100%
Cost	\$2, 770,354	\$2,511,143
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises ABS output: DCI 9, REG 16)</i>		

FSC 11	Fair Competition in Domestic Commercial activity	\$353,956
Description Enforcement of local licensing laws which fall under the authority of the Department. Maintenance of an enforcement regime will entail a variety of activities undertaken by the department, sometimes in collaboration with other government agencies. These activities include, but are not limited to: surveillance operations, investigations, and background checks on individuals. The use of information contained on the various registers can be of importance in criminal investigations as well as for use by local industry regulators.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Hours spent on enforcement / compliance activities. - Provision of assistance with requests relating to criminal or regulatory investigations.	1,000 – 1,500 120 – 180	1,500 – 2,500 120 – 180
Quality - Activities conducted by appropriately trained staff. - Information provided in the agreed format.	100% 100%	100% 100%
Timeliness - Compliance checks conducted on a routine basis; or investigation started within 5 business days of receipt of a complaint. - Information provided within an agreed timeframe.	100% 100%	100% 100%
Location Services are delivered within the Cayman Islands.	100%	100%
Cost	\$353,956	\$278,753
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises ABS output: DCI 12, REG 17)</i>		

FSC 12	Ministry Strategy, Communications and Operations Support	\$1,738,673	
Description Support to the Minister in the execution of his duties; development and execution of strategies to achieve stated goals and objectives, and the coordination of necessary activities of the agencies under the Ministry. Compliance with requirements and responsibilities stated in law. Development and execution of communications strategies in support of stated goals and objectives. - This comprises several categories of activities related to Ministerial services, including the production of Cabinet Papers, Responses to Parliamentary Questions, Speeches, Briefing Notes, and draft correspondence, all provided on request by the Minister. - Further activities relate to statutory obligations, such as the production of budget documents, responses to FOI requests, and the maintenance of a variety of records.			
Measures		2014/15 Budget	2013/14 Forecast
Quantity - Development and execution of a business plan to facilitate the policy direction of the Minister for Financial Services, Commerce & Environment. - Maintenance of a communication plan for each agency within the Ministry		1 5 – 6	1 5 – 6
Quality - All documents produced for the Minister will be factual, error-free, based on consultation where appropriate, and according to applicable templates - Other activities will be produced in accordance with relevant legislation at a level that is above average for other civil service entities. - All plans to include measurement and indicators to demonstrate success		100% 100% 100%	100% 100% 100%
Timeliness - Ministerial documents produced according to given timelines - Other documents produced according to statutory timelines. - Draft plans provided to coincide with Annual Budget submissions; plans updated and maintained throughout the year as circumstances dictate.		100% 100% 100%	100% 100% 100%
Location Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.		100%	100%
Cost		\$1,738,673	\$1,290,466
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 10. Conservation of our Biological Diversity and Ecologically Sustainable Development			
(Group comprises ABS output: FSA 1, MCU 1)			

FSC 13	Environmental Services and Research	\$2,814,877
Description Provide scientific reviews, management recommendations and policy advice to the Ministry on a variety of environmental subjects including but not limited to the following: Establishment of a comprehensive sustainable development strategy, Climate Change Adaptation and Mitigation, the Cayman Islands Marine Parks, Animal Sanctuaries, other protected areas and the implementation of Multilateral Environmental Agreements (MEA), including review and updating of local environmental legislation. Provision of conservation enforcement and search and rescue services including: • Stingray City and Sandbar Wildlife Interaction Zone patrol • Routine patrol and monitoring of the natural environment • Enforcement and prosecution of Marine Conservation Law and violations and preparation of relevant case files. • Enforcement and prosecution of animal sanctuary and other conservation legislation • Search and rescue services as required Provide scientific research, monitoring and assessment services of the marine and terrestrial natural resources of the Cayman Islands. Services include: • Annual monitoring and assessment of culturally important fisheries stocks, coral reef, sea grass, mangrove and other marine habitats • Monitoring and assessment of ecologically important terrestrial communities and species • Assistance with studies commissioned by Government or DOE and conducted by external consultants • Co-ordination of visiting scientist programme • Provision of environmental advice and short-term rapid assessment for incidents, events and activities impacting the environmental resources • Provision of routine marine water quality monitoring services		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of policy papers/reports/recommendations prepared • Number of days patrolling • Number of monitoring programmes • Number of research programmes	10 – 20 360 5 – 10 4 – 8	10 – 20 360 5 – 10 4 – 8
Quality • All reports will be based on a thorough understanding of the environmental issues and consensus advice received from the Department of Environment(DOE) Technical Review Committee • Number of days patrolled as a percentage of total possible patrol days • Research and Monitoring programs will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands	100% 95% 100%	100% 95% 100%

Timeliness • All reports prepared within agreed time frames • Patrols conducted daily as scheduled. • All Research and monitoring programs completed within designated or agreed time schedules	100% 95% 100%	100% 95% 100%
Location • Services are delivered within the Cayman Islands.	100%	100%
Cost	\$2,814,877	\$2,661,492
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 10. Conservation of our Biological Diversity and Ecologically Sustainable Development		
<i>(Group comprises ABS output: ENV 13, ENV 14, ENV 15, ENV 16, ENV 17, ENV 18, ENV 19, ENV 20, ENV 21)</i>		

OUTPUT SUPPLIER: AUDITOR OVERSIGHT AUTHORITY

AOA 1	Audit Oversight	\$315,000
Description The function of the Authority is to regulate and supervise auditors who audit accounts of market traded companies (Recognized Auditors). To do so the Authority subjects Recognized Auditors to its systems of oversight, quality assurance, investigation and penalties.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of hours engaged in regulatory activity	1,800-2,100	1,500-1,800
Quality All activities to be performed in accordance with statutory obligations by suitably qualified and experienced personnel.	100%	100%
Timeliness All activities to be provided within requested timeframe	100%	100%
Location Services are delivered within the Cayman Islands.	100%	100%
Cost	\$315,000	\$340,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 8. A Culture of Good Governance		
<i>(Group comprises Purchase Agreement output: AOA 1)</i>		

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

CMA 1	Policy Advice on Maritime Matters	\$172,425
Description Provision of advice to Cabinet on:		
- Drafting of new and amending existing shipping legislation; - Preparation of draft Cabinet Papers and briefs on shipping matters; - Implementation of Cayman Islands statutory requirements; - Preparation and upkeep of Classification Society Agreements; - Effect of International Maritime Affairs on domestic policy; - Extension of International maritime conventions, treaties and similar agreements to the Cayman Islands; - Policy and economic issues in the maritime and related sectors affecting the Cayman Islands; - Attendance at and Cayman Islands input to international fora (e.g. IMO and ILO).		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Number of Hours providing policy advice, ministerial services, and fulfilling information request	725	N/A
Quality		
Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors	100%	N/A
Cabinet papers, notes and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by Chief Executive Officer (CEO)	100%	N/A
Shipping Notices prepared in response to needs within the industry and reviewed by relevant sections within MACI with final review by CEO	100%	N/A
Agreements with outside bodies prepared in consultation with relevant sections of MACI and the outside body concerned, with final review by CEO	100%	N/A
Extension and application of international conventions under constant review and where applicable to Cayman islands are given effect through national shipping legislation	100%	N/A
Return of information to the International Maritime Organization (IMO) as required under international agreement	100%	N/A
Policy position determined after appropriate consultation (MACI, Industry, Cabinet etc) and Cayman islands position then presented to the relevant forum through Cayman delegation at meetings	100%	N/A

Timeliness		
Legislative proposals, Cabinet papers, notes, briefings and shipping notices delivered by target date where applicable, otherwise as the need arises	100%	N/A
Agreements with outside bodies kept under constant review and updated or replaced as the need arises - at least once per year	100%	N/A
Extension of Conventions under constant review and procedures for acceptance invoked as required, including development of appropriate national legislation	100%	N/A
Information returned to IMO by target dates as appropriate	100%	N/A
Location		
the Cayman Islands and the United Kingdom	100%	N/A
Cost		
	\$172,425	\$0
Related Broad Outcomes		
1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: SHP 1)</i>		

CMA 2	Technical Advice and Support on Maritime Matters	\$93,824
Description Provide advice to all Government departments and agencies, the private sector and the public in general pertaining to maritime matters to include, but not limited to: • Administrative services to National Maritime Security Council • Cayman Islands Ship Owners Advisory Committee • Cayman Islands Yacht Owners Advisory Committee • Maritime Sector Consultative Committee • Marine Patrol Strategy Work Group • Red Ensign Group • Voluntary International Maritime Organization Member State Audit Scheme (VIMSAS) Steering Committee		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Advise and attend Ship Owners Advisory Committee meetings • Advise and attend Yacht Manager Advisory Committee meeting • Attend Maritime Sector Consultative Committee meeting • Attend Red Ensign Group meetings • Produce Committee Minutes and agendas	1 1 4 1 6	N/A N/A N/A N/A N/A
Quality • Boards are served on by Director or senior management • Minutes of meetings drafted in correct format, vetted and amended as necessary by respective committees • Minutes are subject to internal peer review	100% 100% 100%	N/A N/A N/A
Timeliness • Attendance at meetings when meetings are called - within the time frame agreed upon • Notification of meetings and distribution of agenda one week prior to date of meeting • Minutes circulated within four weeks after date of meeting	100% 100% 100%	N/A N/A N/A
Location Services are delivered within the Cayman Islands and worldwide (Red Ensign rotates locations on an annual basis)	100%	N/A
Cost	\$93,824	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises Purchase Agreement output: SHP 2)</i>		

CMA 4	State Inspections and Investigation Services	\$67,896
Description Provide inspections and investigations in line with the International standards: • Provide inspection and investigations, involving Port State Control inspections on ships entering Cayman Islands waters under the Caribbean MOU to international standards including Marine Pollution (MARPOL) inspection. • Conduct casualty investigations as necessary and in compliance with international standards.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of Hours spent on inspections and investigations, involving Port State Control inspections on ships entering Cayman Islands waters. • Number of Hours spent conducting casualty investigations in compliance with international standards	180 180	N/A N/A
Quality • Inspection reports are reviewed to ensure vessel standards are met by Senior Management • Review casualty investigation and report findings as required by the Merchant Shipping Law (2004 Revision)	100% 100%	N/A N/A
Timeliness • Conduct inspections within 12 hours of dropping anchor • Initiate casualty investigations upon notification within 24 hours	100% 100%	N/A N/A
Location • Services are delivered within the Cayman Islands and United Kingdom • Surveys worldwide at ports where the vessels lie	100% 100%	N/A N/A
Cost	\$67,896	\$0
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises Purchase Agreement output: SHP 5)</i>		

CMA 5	Long Range Identification and Tracking of Ships	\$85,000
Description Provide long range identification and tracking of ships in line with the International standards due to amendments (2008) to the SOLAS Convention: Require ships to automatically transmit four position reports per day which will be available to the Cayman Islands and to other States when the ship is within 1,000 nautical miles of their coastline.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of Ships registered (vessels over 300 gross tonnage on international voyages)	572 – 625	572 – 625
Quality - Ensure the Cayman Islands continue to meet the obligations under the SOLAS Convention - To facilitate the exchange of information on ships' positions	100% 100%	100% 100%
Timeliness Continuous – 24/7	100%	100%
Location Services are delivered within the Cayman Islands and United Kingdom	100%	100%
Cost	\$85,000	\$85,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure 8. A Culture of Good Governance		
<i>(Group comprises Purchase Agreement output: SHP 5)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK (CIDB)

DVB 1	Administration of Lending for Human Resource Development	\$127,132
Description Administration of human resource lending activities involving: • A programme of direct lending for human resource development at the tertiary level and for vocational training • A government guaranteed student loan scheme funded by leading local commercial banks		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Direct Lending: ○ Number of enquiries responded to ○ Number of loans processed ○ Number of new loans approved ○ Number of counseling session • Student Loans: ○ Number of performance reports	75 – 90 35 – 50 30 – 40 10 – 20 4	75 – 90 35 – 50 30 – 40 10 – 20 4
Quality • Minimum percentage of customers expressing satisfaction with service when surveyed • Percentage of accuracy and relevance of reports as determined via internal peer review • Percent accuracy and relevance of reports as determined by internal peer review	90 – 100% 90 – 100% 90 – 100%	100% 100% 100%
Timeliness • Maximum turn-around time of two working days between receipt of all application particulars and the approval of loan • Maximum time of 15 days between end of quarter and submission of reports	80 – 100% 80 – 100%	100% 100%
Location • Services are delivered within the Cayman Islands	100%	100%
Cost	\$127,132	\$127,132
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CIB 1, CIB 4)</i>		

DVB 2	Administration of Lending for Micro and Small Business Development	\$156,025
Description Administer a programme of direct lending for micro and small business development by: - providing a counseling and information service - appraising loans considered for financing		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of enquiries responded to - Number of on-site technical assistance - Number of counseling sessions - Number of loans under special debt service arrangements - Number of loans under litigation - Number of performance reports	50 – 100 10 – 20 10 – 20 20 – 30 15 – 20 4	50 – 100 10 – 20 10 – 20 20 – 30 15 – 20 4
Quality - Minimum percent of customers expressing satisfaction with service when surveyed - Percent accuracy and relevance of reports as determined by internal peer review - Percent of borrowers over 90 days in arrears - Percent value of loan portfolio over 90 days in arrears - Percent of loan portfolio written off annually	90 – 100% 90 – 100% 60 – 65% 60 – 70% 0 – 2%	90 – 100% 90 – 100% 90 – 100% 60 – 70% 0 – 2%
Timeliness - Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loan - Maximum time of 15 days between end of quarter and submission of reports	80 – 100% 80 – 100%	80 – 100% 80 – 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$156,025	\$156,025
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CIB 2)</i>		

DVB 3	Administration of Mortgage Lending	\$243,160
Description Administer a mortgage finance programme including direct lending and support services to assist - low-to-middle income Caymanians in owning their own homes - owners of substandard housing in improving their housing accommodation Administer, as Executing Agent for the Government, a government guaranteed home mortgage scheme funded by leading local commercial banks.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of enquiries responded to - Number of projects appraised - Number of new loans approved - Number of site visits - Number of counseling sessions - Number of loans under special debt service arrangements - Number of loans under litigation - Number of performance reports	60 - 80 5 - 10 5 - 10 10 - 15 20 - 35 20 - 30 5 - 10 4	60 - 80 5 - 10 5 - 10 10 - 15 20 - 35 20 - 30 5 - 10 4
Quality - Minimum percent of customers expressing satisfaction with service when surveyed - Percent accuracy and relevance of reports as determined by internal peer review - Percent of borrowers over 90 days in arrears - Percent value of loan portfolio over 90 days in arrears - Percent of loan portfolio written off annually	90 – 100% 90 – 100% 30 – 40% 30 – 40% 1 – 2%	90 – 100% 90 – 100% 30 – 40% 30 – 40% 1 – 2%
Timeliness - Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loan - Maximum time of 15 days between end of quarter and submission of reports	80 – 100% 80 – 100%	80 – 100% 80 – 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$243,160	\$243,160
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: CIB 3, CIB 5)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS MONETARY AUTHORITY (CIMA)

MOA 6	Regulation of the Cayman Islands Currency	\$1,400,000
Description Regulation of the Cayman Islands Currency, in accordance with Monetary Authority Law, involving the issue and redemption of currency notes and coins		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of Currency transactions conducted once per week with institutions - Number of banknotes sorting sessions - Number of banknotes destruction sessions - Number of banknote and Coin re-orders	50 – 60 110-120 15 – 20 2 – 4	50 – 60 110-120 15 – 20 2 – 4
Quality - All procedures necessary for issuance and redemption of currency are carried out in accordance with internal policies and verified by management. - Sorting – Carried out by a minimum of 2 Currency Officers with any discrepancies verified by Management in accordance with internal policies and the Indemnity Agreement with the banks. - Destruction – Carried out by at least 2 Currency Officers in the presence of at least 2 external parties who sign off on the minutes detailing the happenings of each session.	100% 100% 100%	100% 100% 100%
Timeliness - Issuance and redemption of notes once per week. - Sorting conducted at least an average of 2 per week - Banknotes Destruction 1 per month	100% 100% 100%	100% 100% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$1,400,000	\$1,400,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: MON 6)</i>		

MOA 8	Collection of Fees	\$300,000
Description Collection of fees on behalf of the Cayman Islands Government as set out in the Regulatory Laws and Regulations. Reporting and analysis on actual and projected fees.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of payment entries processed - Number of fee reminders sent - Number of refunds processed - Number of reports produced	40,000-45,000 300-400 75 – 125 3 – 5	40,000-45,000 300-400 75 – 125 3 – 5
Quality - All fee payments and bank deposits are processed in accordance with internal policies and verified by Management. - The information related to the deposited fees is entered in the Government's accounting system according to the established procedures. - Reports are compiled by knowledgeable and professional personnel, to ensure that quality standards are met	100% 100% 100%	100% 100% 100%
Timeliness - Deposits are prepared and lodged with the bank within the same day - Send out fee reminder notices and outstanding fees annually and in accordance with established procedures - Reports are prepared in accordance with reporting timelines and as agreed and required	100% 100% 100%	100% 100% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$300,000	\$300,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: MON 8)</i>		

MOA 12	Regulation of the Financial Services Industry	\$3,310,000
Description To regulate and supervise financial services business carried on, in or from within the Islands in accordance with the Regulatory Laws, namely: The Bank and Trust Companies, The Companies Management, The Insurance The Money Services The Mutual Funds The Securities Investment Business, Cooperative Societies Building Societies and Development Bank Laws - To perform any other regulatory or supervisory duties that may be imposed on the Authority by any other law. - To create and maintain a high quality and effective regulatory environment to attract users and providers of financial services. - To monitor compliance with Money Laundering Regulations		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of applications for new licenses/registrations or cancellations processed - Number of industry queries and other prudential matters processed - Number of incoming/outgoing ORAs (overseas request for assistance) matters processed - Number of statistical returns of licensees and registrants processed - Number of financial statements and returns collected and processed	3,600 – 4,200 8,000 – 10,000 150 – 200 1,400 – 1,600 10,000 – 12,000	3,600 – 4,200 8,000 – 10,000 150 – 200 1,400 – 1,600 10,000 – 12,000
Quality - Licensing and supervisory matters approved timely and with little or no industry complaints - Statistical returns processed in accordance with guidelines - Regulatory functions and advice are carried out in accordance with applicable legislation, CIMA rules, statement of guidance, policies, procedures and Board directives	90 - 100% 90 - 100% 100%	90 - 100% 90 - 100% 100%
Timeliness - Process applications for new licensees/registrants or cancellations within 6 weeks - Process incoming/outgoing ORA's, industry queries and other prudential matters within 6 weeks - Statistics processed according to established schedules - Analyse financial statements and returns filed with CIMA within 6 months of receipt	80 - 100% 90 - 100% 100% 95 – 100%	80 - 100% 90 - 100% 100% 95 – 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$3,310,000	\$11,310,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises Purchase Agreement output: MON 12)</i>		

MOA 13	Assistance to Overseas Regulatory Authorities	\$980,000
Description Provision of assistance to Overseas Regulatory Authorities in accordance with the Monetary Authority Law.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of requests for assistance processed - Number of Memoranda of Understanding negotiated - Number of meetings - Attend, represent or present CIMA's position to external bodies and overseas groups on Co-operative functions - Number of Court Proceedings attend and/or conducted	150-200 10 – 15 1-2 15 – 20	150-200 10 – 15 1-2 15 – 20
Quality Co-operative functions are carried out in accordance with Monetary Authority Law and relevant procedure manuals developed by the Authority and published as part of its Handbook	95 - 100%	95%
Timeliness - Complete initial request for assistance form within 1 to 3 days of receiving the request from the overseas regulatory authority. - Provide information requested by overseas regulatory authority within 8 to 10 weeks of receiving the request. - Attend meetings/proceedings within the agreed time frame	95 - 100% 95 - 100% 100%	95 - 100% 95 - 100% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$980,000	\$980,000
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy <i>(Group comprises Purchase Agreement output: MON 13)</i>		

MOA 14	Policy Advice and Ministerial Services	\$875,000
Description - Provision of advice to Cabinet on: - matters with regard to: - the regulatory functions and the co-operative function being consistent with functions discharged by an overseas regulatory authority; - the regulatory laws being consistent with the laws and regulations of countries and territories outside the Islands; and - the recommendations of international organizations. - Implementation of Cayman Islands Statutory requirements. - Policy and economic issues regarding Financial Services affecting the Cayman Islands - Preparation of Cabinet papers/notes/briefings; drafting of new and amending Financial Services Industry legislation. - Attendance at and Cayman Islands input to international fora		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Cabinet papers/notes/briefings - Legislative Proposals (Laws and Regulations) - Meetings attended and participated in, at the request of Cabinet - Number of international fora, participated in and attended - Provide technical advice and support to the Minister and other Government Agencies - Freedom of Information operations	10-15 20-30 10 – 15 5 – 10 15 – 20 5 – 10	10-15 20-30 10 – 15 5 – 10 15 – 20 5 – 10
Quality - Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors - Cabinet papers, notes, and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by the MD and CIMA Board of Directors - Policy position determined after appropriate consultation (CIMA, Industry, Cabinet etc) and Cayman Islands position then presented to the relevant forum through Cayman delegation at meetings - Rules and SOGS submitted to Cabinet, posted to web-site, gazetted and notification provided to private sector.	95 - 100% 95 - 100% 95 - 100% 95 - 100%	95 - 100% 95 - 100% 95 - 100% 95 - 100%
Timeliness - Legislative proposals, Cabinet papers, notes, briefings submitted to Cabinet by target date - Policies and Agreements reviewed and updated as the need arises - Information submitted within timeframes agreed by parties involved	90 - 100% 90 - 100% 90 - 100%	95% 95% 100%
Location Services are delivered within the Cayman Islands	100%	100%
Cost	\$875,000	\$875,000
Related Broad Outcome:		
1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises Purchase Agreement output: MON 14)		

OUTPUTSUPPLIER: NATIONAL TRUST OF THE CAYMAN ISLANDS

NGS 74	Preservation of Natural Environments and Places of Historic Significance	\$620,000
Description - Administration of programmes to protect and conserve environmentally and historically sensitive sites and species. - Strategic management and administration to successfully recruit, solicit and apply resources from the private and non-government sectors to further environmental conservation and historic preservation. - Programmes and projects whilst working with other respective Government ministries, departments and agencies in order to maximize the available resources and the benefit to the people of the Cayman Islands. - Grant to assist in the construction of the visitor building for the Blue Iguana Recovery programme		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Acres of environmental property protected, managed and supported - Number of historic sites protected, managed and supported - Number of public information centres open - Number of public recreational facilities maintained - Number of flagship species conservation programmes - Number of visitor centres to be built - Number of public education events - Number of reports to government and membership	3,240 12 3 5 2 1 60 10	3,150 11 3 5 2 0 60 10
Quality - Preservation complies with established guidelines - Visitors centres open as sources of information to the public at convenient locations and times - Annual reports prepared in accordance with the National Trust Law 1987 (1997 revision)	100% 100% 100%	100% 100% 100%
Timeliness - Ongoing - Published annual report and audited financial statements to be prepared no later than December 31, 2014	100% 100%	100% 100%
Location Services are delivered within the Cayman Islands		
Cost	\$620,000	\$214,089
Related Broad Outcomes 8. A Culture of Good Governance 10. Conservation of our Biological Diversity and Ecologically Sustainable Development		
<i>(Group comprises Purchase Agreement output: NAT 1)</i>		

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

OUTPUT SUPPLIER: MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

FED 1	Policy Advice and Ministerial Services	\$1,507,745
Description Provision of policy advice and support to the Minister of Finance on matters relating to the following: • Budgetary and revenue issues • Customs related matters • Capital investments • Risk Management issues • Matters relating to Government finances • Economic Issues		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of cabinet papers, cabinet notes, speeches, speaking notes, pieces of advice/papers, briefings, policy papers, reports and responses to parliamentary questions. • Number of hours available to provide briefings, speeches, speaking notes, policy advice, verbal advice, parliamentary questions and other ministerial servicing. • Number of Economic updates and forecasts • Number of insurance policies managed • Number of meetings organized and attended.	30-42 4,000-5,000 6 18-21 12-15	57-70 4,353-4,300 6 18-21 2-15
Quality • All reports will be subject to managerial and peer review and will be signed off by senior management • Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel • Representations at meeting/briefings by knowledgeable and professional personnel • Reviewed for compliance with the Development and Planning Laws (2005 Revisions) and Regulations (2008 Revisions), Central Planning Authority policies and vetted through internal review processes	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • All will be delivered by agreed target dates • Attendance at meetings within time frame agreed • Participants are present for meetings	100% 100% 100%	100% 100% 100%
Location Grand Cayman and overseas	100%	100%
Cost	\$1,507,745	\$1,607,872
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy <i>(Group comprises ABS outputs: ESO 9, ESO 10, FIN 12, RSK 6, TSY 33, TSY 34)</i>		

FED 2	Governance and Administrative Services	\$237,464
Description Provision of governance and administrative services to the following statutory authorities, boards and committees: - Water Authority - Asset Forfeiture Committee - Public Service Pensions Board - National Drug Council - Budget Delivery Committee - Port Authority Board - Cayman Islands National Insurance Company - Hotels Aid licensing Board - Cayman Islands Development Bank - Cayman Airways Ltd - Civil Aviation Authority - Audit Oversight Authority - Cayman Turtle Farm - National Hurricane Committee - Central Tenders Committee - Accounting Policy Committee - National Pension Board - University College of Cayman Islands - National Housing Development Committee - Special Economic Zone - Cayman Islands Monetary Authority - Public Transportation Appeals Tribunal - Comprehensive Solid Waste Disposal Management System Steering Committee - Inter-Ministerial Committee on Youth Affairs		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of meetings attended.	232-262	170-180
Quality - Representations at meetings by knowledgeable and professional personnel - Agendas and minutes accurately reflect Board decisions	100% 100%	100% 100%
Timeliness Attendance at meetings within time frame agreed	100%	100%
Location Grand Cayman	100%	100%
Cost	\$237,464	\$228,064
Related Broad Outcomes 3. A More Secure Community		
(Group comprises ABS outputs: (CUS 17, FIN 13, TSY 35)		

FED 3	Collection of Coercive Revenue	\$2,492,288
Description Collection of coercive revenues on the following: • Import Duty • Package Tax • Customs Fines • Procedural Fines • Bonded Warehouse • Motor Vehicle Environmental Tax • Environmental Protection Fund Fees for airlines and cruise ships • Cruise Ship Departure Charges • Debit transaction fees • Stamp Duties on Insurance Policies other than life		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of Duty or Revenue items Processed • Number of receipts produced • Number of invoices to cruise and airlines	60,370-70,490 1,709-2,234 450-500	70,370-85,490 1,709-2,234 450-500
Quality • Revenue submission to be in compliance with the relevant laws and policies • Revenue collected as a legislative requirement	95-100% 100%	100% 100%
Timeliness • Revenue from fees to be submitted to the bank on a daily basis • Annual fees and Returns to be processed within two weeks of receipt	95-100% 98%	95-100% 98%
Location Cayman Islands	100%	100%
Cost	\$2,492,288	\$3,472,070
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS output: : (CUS 14, TSY 41)		

FED 4	Preparation and Publication of Statistical Reports	\$1,452,382
Description Publication of statistical reports, which include: • Social and economic statistics • Survey services • Distribution and sale of general statistical information • Details of development applications for the economic analysis by the public and private sectors		
Measures Quantity • Number of Reports Quality • All reports to be reviewed by Director before publication • Internal review and data quality assurance measures applied Timeliness • Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year • Quarterly reports to be completed and submitted to Cabinet within the following quarter • Household and Business Register updates to be completed three weeks before the start of the field work for which they are used • Quarterly reports on development submitted within five working days of quarter end Location Cayman Islands	2014/15 Budget	2013/14 Forecast
	100-100	112-112
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$1,452,382	\$1,279,091
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: ,(ESO 7)</i>		

FED 5	Financial Reporting and Management Services	\$3,643,711
Description Management of the financial activities of the Government, involving: - Monitoring and management of the Government's Bank accounts and cash funds - Management of debt repayment and loans made - Financial reporting and forecast for whole of Government - Defunct companies trust - Management of centralized accounting information system - Recovering outstanding debts on behalf of Cabinet - Revenue Forecasting		
Measures Quantity - Number of self financing, public debt, Loans-Made, debt recovery, investment, trust assets and bank accounts managed. - Number of Financial statement, Forecasts, bank reconciliation and reports reviewed and/or produced - Number of cheques processed - Number of hours updating procedure manuals, providing training and support and providing advice and assistance Quality - Training and IRIS Functionality to be consistent with the requirements of the Public Management and Finance Law (2013 Revision) - Loans are managed in accordance with conditions laid out in the relevant bank loan agreements - Bank reconciliation statements reviewed by supervisor and approved by manager - Trust Assets to be managed in accordance with Public Management and Finance Law (2013 Revision) and the Financial Regulations	2014/15 Budget	2013/14 Forecast
	3,148-3,355 59-67 1,532-1,738 9,002-10,003 100% 100% 100% 100%	3,298-3,505 47-55 1,746-1,746 1,201-1,303 100% 100% 100% 100%
Timeliness - Bank reconciliation to be prepared and approved by the end of the following month - Principal repayments and interest payments made by the due date - Bi-annual and annual trust assets financials to be submitted by statutory deadline - Procedures manual, training and IRIS upgrades, changes and testing to be carried out within deadline agreed with Accountant General	85-100% 100% 100% 100%	85-100% 100% 100% -
Location: Grand Cayman	100%	100%
Cost	\$3,643,711	\$3,166,645
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
(Group comprises ABS outputs, (TSY 36, TSY 37, TSY 38, TSY 39, TSY 40, TSY 42, TSY 43, TSY 44, TSY 45, TSY 46)		

FED 6	Processing and Inspection of Aircrafts, Vessels and Cargo	\$6,157,619
Description Processing, inspection and clearance of passengers and cargo involving: - Processing of arriving air and marine craft (both local and international) - Pre-clearance of goods - Inspection, monitoring and clearance of imported and exported cargo entries - Issuing of temporary importation permits		
Measures Quantity - Number of aircrafts and marine crafts processed and inspected - Number of pre-clearance processed - Number of import/export entries processed - Number of temporary importation permits per month - Number of inspections Quality - Aircrafts and marine crafts are cleared in accordance with Customs Laws and Regulations (17 of 1990), (2007 Revision) and Customs Regulations (1998) - Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) (2007 Revision) - Pre-clearance and importation permits to be reviewed by Senior Customs Officer - Inspecting officers will be highly trained by local and regional instructors Timeliness - Aircrafts processed within 30 to 60 minutes of arrival - Cruise ship and commercial vessels processed within 15 to 30 minutes of arrival - Private vessels processed within 1 to 2 hours of arrival - Monday to Friday, 8:30 a.m. to 4:30 p.m. and Saturday, 8:30 a.m. to 12:30 p.m. Location Grand Cayman	2014/15 Budget	2013/14 Forecast
	11,900-14,200 3,000-5,500 102,500 – 124,000 20 – 50 868-1,522	13,100-14,200 1,600-2,500 102,500 – 123,000 20 – 50 0-0
	100% 100% 100% 100%	100% 100% 100% 100%
	100% 100% 100% 100%	100% 100% 100% 100%
	100%	100%
Cost	\$6,157,619	\$5,268,147
Related Broad Outcome: 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS outputs: CUS 10, CUS 12)</i>		

FED 7	Identification and Investigation of Customs Offences	\$1,394,463
Description Identify arrest and investigate offenders suspected of committing offences under the Customs Law, Misuse of Drugs Law and the Firearms Law. This includes: • Profiling suspicious persons and activities • Conducting searches of persons and premises in connection with suspected offences • Collection and handling of evidence, interviewing and collecting statements from persons • Preparing material for presentation or attendance in Court • Conducting K-9 sniff searches of persons, cargo, baggage and vessels and premises		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of reports • Number of searches	12-15 205-460	12-15 205-582
Quality • Investigations are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code (2006 Revision) and other relevant laws and accepted legal procedures • Searches are conducted in accordance with the Customs Law (17 of 1990), 2007 Revision, Penal Code, (2006 Revision) and other relevant laws and accepted legal procedures • Prosecution files are complete, factual and accurate	100% 100% 100%	100% 100% 100%
Timeliness • Investigations completed within six months from arrest • Prosecution files submitted to the Legal Department within three days of an arrest	100% 100%	N/A N/A
Location Grand Cayman	100%	100%
Cost	\$1,394,463	\$1,080,307
Related Broad Outcomes 3. A More Secure Community		
(Group comprises ABS outputs: CUS 16)		

FED 8	Patrolling of Coastal Waters	\$223,756
Description Patrol with the Police Department of coastal and territorial waters including Sister Islands to target and combat drug trafficking, prevent and detect marine conservation and safety offences, apprehend offenders and conduct search and rescue operations involving: - Regular air and sea borne patrols of coastal and territorial waters - Responding to calls of suspicious activity or for emergency assistance - Regular searches of vessels entering the territorial waters		
Measures Quantity - Number of hours spent on aerial, marine and emergency assistance Quality - Patrols will be carried out in accordance with the Customs Law (17 of 1990), (2007 Revision) - Calls for emergency assistance or investigation of suspicious activities will be attended to by suitably qualified and trained officers Timeliness - Emergency Patrols will be done in conjunction with the police department - Calls are responded to within 5 to 30 minutes of receiving notice Location Cayman Islands	2014/15 Budget	2013/14 Forecast
	4,000-5,500	4,000-5,500
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$223,756	\$211,449
Related Broad Outcomes 3. A More Secure Community		
<i>(Group comprises ABS output: CUS 15)</i>		

FED 9	Administration and Processing of Applications	\$557,867
Description Administration and processing of applications for: • Fee and customs duty waivers • Stamp duty abatements and assessments • Government loans (civil servants personal loans and farmers/ranchers loans) • Approvals under sections 32, 80, 178 and 181 of the Companies Law (2004 Revision)		
Measures Quantity • Number of applications processed Quality • Applications processed in compliance with applicable laws and Portfolio guidelines Timeliness • Response provided within 5 to 8 working days of receipt of application Location Grand Cayman	2014/15 Budget	2013/14 Forecast
	900-1,250	900-1,250
	100%	100%
	90%	90%
	100%	100%
Cost	\$557,867	\$394,395
Related Broad Outcomes 4. A more Efficient, Accessible and Affordable Public Service		
<i>(Group comprises ABS output: FIN 14)</i>		

FED 11	Monitoring and Reporting on the Economy	\$198,076
Description Monitoring and reporting on the economy, involving: - Quarterly and annual economic reporting - Country reports for regional and international agencies		
Measures Quantity - Number of Reports - Economic monitoring tables/reports for regional and international agencies Quality - Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics Timeliness - Completed and submitted within given deadlines Location Grand Cayman	2014/15 Budget	2013/14 Forecast
	4	4
	2	2
	100%	100%
	100%	100%
	100%	100%
Cost	\$198,076	\$202,625
Related Broad Outcomes 1. A Strong, Thriving and Increasingly Diverse Economy		
<i>(Group comprises ABS output: ESO 8)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL INSURANCE COMPANY (CINICO)

CIN 1	Health Insurance for Seamen and Veterans	\$8,730,607
Description Payment of insurance premiums for Seaman & Veteran and their dependents for insurance coverage by CINICO		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Total number of persons insured - premiums fully paid by Cabinet - Total number of persons insured – premiums partially paid by Cabinet (Veterans)	1,264-1,277 17	1,229-1,264 17
Quality All eligible Seamen, Veterans and their dependents are insured who met the definition under the Health Insurance Law	98 – 100%	98%
Timeliness Insurance cards issued within 15 days of notification of eligibility	98 –100%	98%
Location Grand Cayman, Cayman Brac and Little Cayman	100%	100%
Cost	\$8,730,607	\$8,823,160
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		

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

OUTPUT SUPPLIER: MINISTRY OF EDUCATION, EMPLOYMENT AND GENDER AFFAIRS

EGA 1	Policy Advice, Governance and Ministerial Support Services	\$4,963,482
Description Provision of: • Policy research, development, communication, implementation and evaluation • Services to support the development of new or revised legislation • Strategy development and management of strategic priority projects • 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) • Administrative and executive services to support the Minister • Other administration Services provided to the Minimum Wage Advisory Committee, JGHS Project Steering Committee and National Workforce Advisory Committee • Provision of National policy, advice, technical expertise and guidance to a range of partners to promote inclusion and create safe learning environments • Administrative and secretarial support to the Gender Equality Tribunal		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of contributions to the Throne Speech • Information and decision-making briefs • Cabinet papers and notes • Parliamentary questions • Statements in the Legislative Assembly • Number of strategic priority projects advised on and/or managed • Number of drafting instructions prepared • Number of press releases or press briefings prepared • Number of regulatory Boards, Councils and Committees where represented • Policies, procedures and guidance documents completed in relation to building safer school communities • Number of correspondence or reports produced for the Gender Equality Tribunal	1 60-80 15-20 1-5 2-5 20-25 2-3 40-50 7-11 2-5 15-25	1 60-80 20-30 1-4 2-6 20-25 3 80 9 8 20-25

Quality • Policy and advice consistent with any relevant regional or international conventions and/or best practice • Policies and strategies developed through a consultative process with key stakeholders • Policy and strategy documents reviewed by Chief Officer or delegate and approved by Minister prior to release • Cabinet papers, drafting instructions, speech notes and press releases and policy reports reviewed by Chief Officer or delegate and approved by Minister prior to submission. • Services provided by appropriately experienced and qualified personnel. • Representatives on Boards, Committees, Councils and Meetings to be nominated from senior management team by Chief Officer	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Timeliness • All services delivered within established schedules or as required by Chief Officer and/or Minister • Cabinet Papers and speech notes delivered within established schedules or as required by Minister • Drafting instructions issued by December 2014 or as agreed with Minister • Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis	100%	100%
	100%	100%
	100%	100%
	100%	N/A
Location Cayman Islands	100%	100%
Cost	\$4,963,482	\$4,520,676
Related Broad Outcome: 1. A Strong, thriving and increasingly diverse economy 2. A Work-Ready and Globally Competitive Workforce 7: A Centre of Excellence in Education 12: Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS Outputs: MEG 1, MEG 2, MEG 3, MEG 4, MEG 5)		

Note: The total cost of this output group is \$4,969,482. However, the revenue of \$6,000 reduces the cost to Cabinet to \$4,963,482.

EGA 2	Job Placement and Employer Support Activities	\$1,089,790
Description Provision of services: - 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 for training, and support for Immigration Board Meetings or preparation of reports on work permit issues. - To aid employers with finding Caymanians for employment including: Processing of vacancies, review of jobs, coding of jobs, matching with job seekers. - To improve workforce readiness, including through career guidance and counselling, work readiness assessments, training and employment initiatives and by supporting targeted groups so that barriers to employment can be identified and overcome; and - Oversee the maintenance and upgrading of the Job Placement Database and provision of Labour Market Information including Analyse and disseminate labour market information, to include research, information to Immigration Boards and monthly Job Placement Statistics.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of jobseekers assisted - Number of job vacancies processed - Number of training programmes and employment initiatives coordinated - Number of assessment and guidance services provided - Number of projects for the maintenance/upgrade of the Job Placement Database - Number of Labour Market Reports prepared	1,500 - 2,000 4,000- 4,500 13-16 3-5 1 10-12	1,650 3,690 15 3 1 10
Quality - All Jobseekers assisted in accordance with established procedures - All vacancies processed in accordance with established procedures - Content of training programmes and employment initiatives approved by Chief Officer in consultation with the Director as being relevant to a particular need of the labour market - Assessment and guidance services provided are carried out in line with established policies and procedures - Maintenance and upgrading of the Job Placement Database in accordance with ministerial guidelines - Labour Market Reports prepared according to agreed templates or as required	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 80% 50%
Timeliness - Job seekers assisted within 10 working days of initial or subsequent contact seeking employment as outlined in procedures - Response to employers seeking employees within 10 working days - Training seminars organised quarterly or as required. - Assessment and guidance services provided through-out the year - Maintenance and upgrading of the Job Placement Database according to project timelines or as required. - Labour Market Reports produced monthly or as required	100% 100% 100% 100% 100% 100%	80% 80% 100% 100% 100% 50%
Location Cayman Islands	100%	100%
Cost	\$1,089,790	\$810,682
Related Broad Outcome: 2: A Work-Ready and Globally Competitive Workforce		
(Group comprises ABS outputs: NWD 1, NWD 2, NWD 3)		

EGA 3	Employment Regulatory Activities	\$1,083,345
Description Provision of services to administer the Labour and Pension Laws to ensure that the rights and dignity of both employers and employees are protected through: training and education programmes, dispute resolution, inspections and investigations, enforcement of non-compliance, administrative support for Labour Tribunals.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of training and education programmes conducted - Number of cases of individual disputes of rights mediated/conciliated - Number of proactive workplace inspections/investigations - Number of cases referred for prosecution (on going) - Number of tribunal cases scheduled	10-16 850-1,100 80-90 5-10 50-80	8-14 800-1,000 70-90 3-5 60-70
Quality - Training and education programmes are in accordance with certifying bodies and departmental guidelines - Individual disputes of rights processed in accordance with established procedures - Inspections and investigations are in compliance with internationally accepted best practice - Referrals to prepared in accordance with established guidelines - Tribunal cases scheduled in accordance with set procedures	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Timeliness - Training and Education programmes are delivered as scheduled - Individual disputes of rights processed within 30 calendar days - Notification to complainant of outcomes of investigation within 14 working days of completion of investigation - Complaints for Unfair dismissal/Severance Pay referred to labour Tribunal within 14 working days of collection of evidential material - Cases scheduled within set time-lines	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,083,345	\$1,050,724
Related Broad Outcome 2: A Work-Ready and Globally Competitive Workforce		
(Group comprises ABS outputs: DLP 1)		

Note: The total cost of this output group is \$1,108,345. However, the revenue of \$25,000 reduces the cost to Cabinet to \$1,083,345.

EGA 4	Public Library Services	\$1,659,298
Description Provision of a central George Town library service and five community library branches, to serve as a community destination for information access in support of the following key strategic objectives: • Literacy promotion to encourage a love of appreciation of reading. • Connection building to encourage and facilitate self-directed learning. • Development and coordination of programme, service and collection offerings in support of primary stakeholders (MEEG as well as other government ministries). • Development of collections, programmes and services that are responsive to the needs of the community (consumer education, small business support, cultural heritage) • Development and implementation of coordinated access to collections, services and resource's among the libraries in the Cayman Islands to maximize resources.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of items circulation throughout the year • Number of Reference Transactions • Number of literacy programs • Number of community/cultural programs • Number of information access/technology programs • Number of adult books acquired • Number of juvenile books acquired • Number of ICT hours accessed • Number of Facilities Operated	40,000-50,000 1,500-2,000 25-30 10-12 15-20 1,500-2,000 1,000-1,500 25,000-28,000 6	50,000 2,000 26 11 18 2,000 1,500 26,000 6
Quality • Operations in all locations overseen by suitably qualified staff • Reference Services provided by suitably qualified staff • Materials selected and programmes developed and monitored by qualified staff. • All facilities meet safety regulations, are kept clean and neat and are publicly accessible	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Materials will be available for loan throughout the library's opening hours • Ready reference enquiries will be processed within twenty-four hours of receipt. • Library materials will be acquired quarterly. • Programmes will be prepared and delivered on a monthly basis • Library facilities are operated on an agreed schedule as approved by the Chief Officer	100% 100% 100% 100% 100%	100% 100% 95% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,659,298	\$ 1,672,541
Related Broad Outcome: 7: A Centre of Excellence in Education (Group comprises ABS outputs: LIB 5)		

The total cost of this output group is \$1,676,298. However, the revenue of \$17,000 reduces the cost to Cabinet to \$1,659,298.

EGA 5	Primary Education Services	\$20,606,114	
Description			
Provision of teaching and learning services for children between the age of 5 and 11 at government primary schools, including:			
• Delivery of the Key Stages 1 and 2 National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document • Assessment, recording and reporting of students’ achievement • Student progress and achievement reports issued with reference to National Curriculum attainment targets at least twice yearly • 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 Years 4 and 6 • National curriculum subject tests in core subjects of Mathematics and English			
Measures		2014/15 Budget	2013/14 Forecast
Quantity			
• Number of students for whom primary school service is provided		2,300 – 2,600	2,372
• Number of schools		10	10
• Number of instructional days for students		180	180
• Number of national curriculum subjects taught		9	9
• Number of annual standardised tests administered		3	3
• Number of national student progress and achievement reports per student		2	2
• Number of core curriculum subject tests administered		2	2
Quality			
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications		95-100%	100%
• Student/teacher ratio is less than 15.0 : 1(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%
Timeliness			
• Primary education programmes to be delivered over academic year from September through June		100%	100%
• Standardised tests and National curriculum administered in last school terms		100%	100%
• Students’ progress reports to parents at least twice annually		100%	100%
Location			
Cayman Islands		100%	100%
Cost		\$20,606,114	\$20,908,190
Related Broad Outcome:			
7: A Centre of Excellence in Education			
(Group comprises ABS outputs: DES 1)			

Note: The total cost of this output group is \$20,758,314. However, the revenue of \$152,200 from third parties reduces the cost to Cabinet to \$20,606,114.

EGA 6	Secondary Education Services	\$23,813,988
Description - Provision of secondary level teaching and learning services for children in Years 7 to 11 at Government Secondary schools. - Provision of a Further Education Programme for Year 12 students at the Cayman Islands Further Education Centre (CIFEC), with the following programme strands: - A vocational, career and technical programmes components, including opportunities for work experience - A Foundations Programme, to assist students who need additional support in obtaining key academic qualifications - Supervision of a Dual-Entry programme, for students attending offsite educational programmes for Year 12 credit (e.g. UCCI, A' Levels)		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of students for whom secondary school service is provided - Number of secondary high schools - Number of instructional days for students - Number of national curriculum subjects taught in Key Stage 3 - Number of core subjects taught at Key Stage 4 - Number of optional subjects offered - Number of vocational, career and technical subjects offered - Number of students placed on work experience/community services placements	2100 - 2300 3 180 11 6 15-27 10-14 250-300	2100 3 180 12 6 19 12 270
Quality - Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications - National curriculum tests externally written, with extensive pre-testing - Student/teacher ratio (Students per total teaching staff within the high school) - Career and technical programmes accredited through external qualification schemes	95-100% 100% 100% 100%	100% 100% 100% 100%
Timeliness - Secondary education and Further Education Programmes to be delivered over academic year from September through June - Standardised and national curriculum tests administered in last school term	90-100% 100%	100% 100%
Location Cayman Islands	100%	100%
Cost	\$23,813,988	\$24,587,564
Related Broad Outcome: 7: A Centre of Excellence in Education		
(Group comprises ABS outputs: DES 2 and DES 11)		

Note: The total cost of this output group is \$24,052,988. However, the revenue of \$239,000 from third parties reduces the cost to Cabinet to \$23,813,988.

EGA 7	Education Services for Students with Special Needs	\$6,735,845
Description Provision of educational and developmental services to students with disabilities within the Early Years and compulsory education sector at the Lighthouse School (LHS), including: • Delivery of the Key Stage 1, 2 and 3 National Curriculum, adapted to the specific needs of the students • Critical Life skills Programme for students at primary and secondary levels with more profound disabilities, emphasizing communication and independent living skills Central co-ordination and oversight of school inclusion services against established operating parameters and expectations for deliverance and student outcome. Provision of school inclusion services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream schools, including services to both Primary and Secondary school, as follows: In-school inclusion provisions, Behaviour support team, Therapeutic service. Provision and co-ordination of assessment, identification and intervention services to children with significant barriers to learning in order to allow them to access the full range of educational opportunities, including: • Educational Psychology providing expert assessment and intervention services for students with a range of social, emotional, psychological and cognitive challenges; Speech & language & occupational therapy, Early Intervention Services, Services for the hearing and visually impaired, etc.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of students for whom services are provided at LHS • Number of specialized programmes provided • Number of in-school secondary inclusion units supported • Number of secondary students participating in the Secondary Therapeutic Behaviour Services Programme • Number of students supported in mainstream settings through the Primary Behaviour Support Service • Students served in Gifted and Talented Education • Students served in occupational therapy sessions • Students served in speech and language therapy sessions • Students served individually in counselling sessions • Students served in Programme for Hearing Impaired • Students served in Programme for Visually Impaired • Number of children served through the Early Intervention Programme	100 3 4 8-10 50-60 65-85 150 - 200 270-300 1200-1600 6-10 25-30 125-175	105 3 4 9 58 38 166 270 1700 7 35 200

Quality - Lessons and services provided by teachers with appropriate training and qualifications - All students in Primary Therapeutic Behaviour Services Programme with Individual Educational Plans (IEPs)/Individual Behavioral Plans (IBPs) - All students in Secondary Therapeutic Behaviour Services Programme with Individual Educational Plans (IEPs)/Individual Behavioral Plans (IBPs) - Assessments, interventions, early intervention assessments and school inclusion services to be provided by appropriately trained, experienced and qualified individuals	95-100% 100% 100% 95%-100%	95-100% 100% 100% 100%
Timeliness - All education programmes to be delivered over academic year from September through June - Psychological, speech and language, occupational therapy assessments provided within 60 days of approved request - Early childhood assessment and interventions conducted in line with SEN Code of Practice	100% 90%-100% 100%	100% 90%-100% 100%
Location Cayman Islands	100%	100%
Cost	\$6,735,845	\$6,457,366
Related Broad Outcome: 7: A Centre of Excellence in Education <i>(Group comprises ABS outputs: DES 3, DES 4, DES 5)</i>		

Note: The total cost of this output group is \$6,759,845. However, the revenue of \$24,000 from third parties reduces the cost to Cabinet to \$6,735,845.

EGA 8	Facilities Maintenance and Procurement Services	\$7,269,952
Description - Provision of key infrastructural, procurement and other services to support the effective operations of schools and the education system, including: - Centralised tendering and procurement services for capital and recurrent expenditure orders for schools: - Identifying quality suppliers, negotiating and managing contracts, managing supplier relationships, managing tendering processes (Central Tenders Committee (CTC) and Departmental Tenders Committee) - Free student transportation to and from schools - Oversight of canteen services at schools - Janitorial services - Campus Security services - Provision of building management and facility maintenance services to all schools, Department of Education Services and other educational facilities.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of educational sites for which procurement service provided - Number of consolidated capital orders processed - Number of consolidated overseas recurrent orders processed - Number of janitorial contracts administered - Number of schools for whom transportation contracts administered - Number of canteen contracts managed - Number of tender processes managed - Number of security contracts administered - Number of facilities maintained - Number of maintenance plans developed - Number of facilities contracts managed	20 5-10 35-40 12-14 10-12 11-12 9-12 3-6 20 16-20 45-50	20 10 40 13 11 7 18 n/a 20 20 45
Quality - Procurement processes managed by appropriately qualified and experienced individuals - Tendering processes administered in line with CTC Regulations - Contracts awarded in line with tender specifications and any relevant legal requirements - Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel - All plant and equipment to be serviced and maintained by qualified technicians - Maintenance services to be delivered in accordance with maintenance plans - Maintenance plans to reflect specific needs and key data for individual schools	100% 100% 100% 95%-100% 100% 90%-100% 100%	100% 100% 100% 100% 100% 100% 100%

Timeliness		
Consolidated capital and overseas recurrent orders processed within 60 days of confirmation.	90%-100%	100%
Contracts tendered by May 2015	90%-100%	100%
Prescribed transport routes serviced daily and on time	90%-100%	100%
Janitorial and security services provided in accordance with agreed schedule	100%	100%
Canteen services provided daily during the school year	100%	100%
Facilities Inspections conducted annually in January	100%	100%
Facility maintenance plans to be developed by February	90-100%	100%
New contract documentation to be prepared 30 days prior to expiration of current contract	100%	100%
Location		
Cayman Islands	100%	100%
Cost		
	\$7,269,952	\$6,972,892
Related Broad Outcome:		
7: A Centre of Excellence in Education		
<i>(Comprises ABS outputs: DES 6, DES 10)</i>		

EGA 9	Training and Support for Adults with Disabilities	\$1,346,880
Description 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: • Recreational Day Programme: - o Daily Life Skills Training and Development Programme: - o Functional Academics - o Occupational Therapy Services • Supported Workshops • Vocational Training, Placement and Support		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of full-time Clients registered in the Centre Day Programmes • Number of programme days for Clients • Number of Specialized programmes provided • Number of Employed Clients enrolled in Vocational Programme	45-50 205 3 18-25	50 205 6 18
Quality • All training will be facilitated and supervised by qualified staff • All formal evaluations and assessments will be done by qualified staff • Vocational training, placement, and support needs determined by assessment	100% 100% 100%	100% 100% 100%
Timeliness • All programmes to be delivered over the Training Year from Sept. – July • Programme delivery will be Monday through Friday from 8:30a.m. to 2:30p.m.	100% 100%	100% 100%
Location Sunrise Centre and Community locations in Grand Cayman	100%	100%
Cost	\$1,346,880	\$1,313,733
Related Broad Outcome: 7: A Centre of Excellence in Education <i>(Comprises ABS outputs: SRC 7)</i>		

EGA 10	Education Evaluation and Support Services	\$4,608,203
Description - Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education, Employment & Gender Affairs including integration of systems, ICT Operational Use policies, procurement of ICT resources, and management of Education ICT network. - Provision of strategies and services to improve the quality of and access to Early Childhood Care and Education (ECCE), in private and government settings. - The provision of services to inspect and report on educational standards in government and private schools and pre-schools and school related matters; - The provision of school improvement services to schools, to provide targeted challenge and support to schools, to raise standards of achievement and improve the quality of teaching and learning.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of Online portals and websites supported - Number of laptop, desktop and tablet computers maintained - Support visits to ECCE settings - ECCE centres re-registered using the new registration process and criteria from the Education Council Guidelines - Updated inspection model and handbook (EQUAU) - Number of School Improvement Plans advised, monitored and reported on - Number of Structured Support Plans developed and implemented - Number of statistical reports on external exam results	10-12 2,500-2,750 100 37 1 15 3-5 1	10 2,600 134 N/A N/A 15 3 3
Quality - ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, systems administrators and qualified vendors with standardized ICT hardware and software infrastructure - Laptop and Desktop PC's to be maintained with approved hardware peripherals and consistent software updates - Visits and training for successful implementation of Early Years Curriculum conducted and documented by appropriately qualified and experienced personnel - Existing centres are re-registered using the Education Council Guidelines with collaboration with other agencies and appropriately qualified and experienced personnel - All inspections to be conducted in accordance with standards and criteria established in the "Handbook for Inspections and Self- Evaluation" - School Improvement services delivered by professionals with appropriate qualifications, training and experience - Structured support plans to be developed in consultation with key stakeholders - Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	100% 85%-95% 100% 100% 100% 100% 100% 100%	100% 85% N/A N/A N/A 100% 100% 100%

Timeliness		
• All ICT services available during normal working hours	90-95%	93%
• Support visits to ECCE centres conducted from September-June	80%-100%	100%
• Guidance and support offered to ECCE Centres during support quarter prior to re-registration	80%-100%	100%
• Updated Inspection model and handbook by Dec 31st or as agreed	100%	New
• School Improvement Plans submitted by 31 October 2014	90-100%	New
• All School Support Plans to be delivered over academic year from September through June	100%	100%
• Statistical report on external examinations by 30 September 2014	95-100%	100%
Location		
Cayman Islands	100%	100%
Cost		
	\$4,608,203	\$4,509,162
Related Broad Outcome:		
7: A Centre of Excellence in Education		
<i>(Group comprises ABS outputs: MEG 6, MEG 7, MEG 8, DES 12)</i>		

The total cost of this output group is \$4,618,203. However, the revenue of \$10,000 from third parties reduces the cost to Cabinet to \$4,608,203.

OUTPUT SUPPLIER: UNIVERSITY COLLEGE OF THE CAYMAN ISLANDS

CCO 1	Teaching of Tertiary Level, Professional and Vocational Programmes	\$4,073,205
Description - Develop and deliver tertiary level educational programmes and continuing education courses and complimentary educational services in collaboration and conjunction with relevant private sector organisations - Develop and deliver tertiary level professional programs - Teaching of the Associate Degree specializations - Teaching of adult and continuing education courses - Develop and deliver Tertiary Level Vocational Programmes that contribute to the Islands needs for qualified, trained citizens - Teaching/development of baccalaureate degree/postgraduate programmes - Delivery of comparable programs in Grand Cayman and Cayman Brac		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of professional programmes - Number of academic programmes - Number of adult/continuing classes - Number of vocational programmes - Number of baccalaureate/post graduate courses offered - Number of Adult/Continuing Education student enrollment in Cayman Brac over three semesters	5 14 40 8 17 120-135	5 14 40 8 17 130
Quality - Courses are taught by professionally qualified instructors in relevant fields. - Courses satisfy the standards required by overseas universities for acceptance of students and their credits. - Staff are qualified to deliver course content - Courses meets International Standards	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness Courses offered over appropriate time frame for curriculum covered	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$4,073,205	\$3,905,980
Related Broad Outcome: 7: A Centre of Excellence in Education <i>(Group comprises Purchase Agreement outputs: COL 1, COL 2, COL 3, COL 4, COL 5, COL 6)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK

CDB 1	Government Scholarship Funding Programme	\$48,451	
Description Administration of scholarship funding for the Education Council and the Young Nations Builders Programme (“YNBP”) on behalf of the Government by: • Issuing and monitoring disbursements to approved recipients • Generating periodic performance reports			
Measures		2014/15 Budget	2013/14 Forecast
Quantity • Number of payments to facilitate Education Council scholarship programme (inclusive of: local & overseas, & direct institutions) • Number of payments to facilitate Young Nations Builders Programme • Number of performance reports		400-525 150-200 10-12	400-525 200-250 10-12
Quality • Ensure that YNBP & Education Council scholarships payments are administered in accordance with agreed arrangements as submitted from time to time by the Ministry of Education. • Submit required performance reports with accuracy and relevance of reports as agreed with the Ministry of Education.		100% 100%	100% 100%
Timeliness • Administer all scholarships in a timely manner to ensure that recipients are in receipt of funds as requested & submitted by the Ministry of Education to CIDB. • Maximum time of 7 working days between end of month and submission of reports		100% 100%	100% 100%
Location Cayman Islands		100%	100%
Cost		\$48,451	\$48,451
7: A Centre of Excellence in Education			
(Group comprises Purchase Agreement outputs: CDB 1)			

OUTPUT SUPPLIER: INTERNATIONAL COLLEGE OF THE CAYMAN ISLANDS

NGS 25	Teaching of Tertiary Education Courses	\$90,000
Description Teaching of the following degree courses: • Master of Science: Management (Human Resources and Education) • Master of Business Administration • Bachelor of Science Degrees: Business Administration (Accounting and Finance), Human and Social Services, Liberal Studies and Office Administration. • Associate of Science Degrees: Business (Accounting, Banking, Broadcasting, Finance, Hotel and Tourism Management and Information Systems), General Studies, and Office Administration		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Master's Level Degree Programs Offered • Bachelor's Level Degree Programs Offered • Associate's Level Degree Programs Offered	2 4 3	2 4 3
Quality • Faculty holds a minimum of a Bachelor's degree with appropriate professional experience, professional designation / certification or Master's degree • Programs taught in accordance with international tertiary educational standards based on an American curriculum. • Institutionally accredited by the Accrediting Council for Independent Colleges and Schools (ACICS, Washington, DC, USA) and registered by the University Council of Jamaica (UCJ)	100% 100% 100%	100% 100% 100%
Timeliness Fall, Winter, Spring and Summer quarters	100%	100%
Location ICCI Campus, Grand Cayman	100%	100%
Cost	\$90,000	\$90,000
Related Broad Outcome: 7: A Centre of Excellence in Education		
(Group comprises Purchase Agreement outputs: ICC 1)		

OUTPUT SUPPLIER: NADINE ANDREAS CHILDREN SERVICES

NGS 27	Supervision of Pre-School Children	\$54,000
Description Operational expenses and general expenditure relating to providing provision of early childhood care and education services which is in compliance with Education Council Guidelines for Early Childhood Care and Education Centres (2013)		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Provision of Early Childhood services	1	1
Quality Services in compliance with Education Council Guidelines for Early Childhood Centres to the standard with which to receive re-registration on an annual basis	100%	90-100%
Timeliness Services from July 2014- June 2015	100%	100%
Location NCVO, Richard Arch Children's Centre, Anthony Dr, George Town - Grand Cayman	100%	100%
Cost	\$54,000	\$54,000
Related Broad Outcomes: 7: A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement outputs: NAC 1)</i>		

OUTPUT SUPPLIER: PRIVATE SCHOOLS

NGS 34	Primary and Secondary Education by Private Schools	\$1,530,000
Description The provision of a grant to private schools providing primary and secondary education in the Cayman Islands. Private schools in receipt of these funds are responsible for the delivery of education, in such a manner as to: • Comply with the requirements of Education Law (2010 Revision), • Comply with terms and conditions as may be agreed with the Ministry of Education, Employment and Gender Affairs from time to time. • Undertake improvements identified by School Inspectors as it pertains to the quality of education delivered.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of private schools • Number of students taught age 4.9 to 16 as of Sept. 1 (that are not enrolled in an 'A' Level programme)	11 2600-2800	11 2754
Quality • All schools agree to submit the required documentation detailed below to verify compliance with required standards, on an annual basis. • Funds to be released following receipt of required documents. • All schools agree to be subject to external school inspections by the Ministry • All schools agree to participate in national cultural and sporting initiatives, including but not limited to NCFA, Inter-Primary and Inter-Secondary Sporting competitions, given reasonable notice, and unless significant extenuating circumstances apply, which are discussed and agreed beforehand with the Ministry	100% 100% 100% 100%	100% 100% 100% 100%

Required Documentation List: • A current Trade and Business license (for- profit schools) • A Certificate of Incorporation or a signed (by authorized party) document stating not- for- profit status • A signed copy of up to date, internally approved, financial statements • A signed letter stating confirmation of enrolment data: students enrolled data (specified above) • A copy of an up to date School Data Form • A copy of the school's most recent School Improvement Plan • Progress report detailing level of compliance with recommendations from inspection • A Copy of an up to date staff list (to include name of employee, position held, immigration status, and license information) • Copies of all current teachers' licenses • Copies of police reports for all employees • Copies of all work permits and/ or immigration documents • Copies of proof of Caymanian status for all employees cited as Caymanian • Copies of all compliance documents for relevant laws, including, but not limited to: health insurance and pension, copy of fire certificate indicating "pass", environmental health letter or certificate indicating building structure/s satisfactory "pass", and where applicable Certificate of Occupancy from planning • Information regarding scholarships and bursaries provided for in the previous school year, specifically for Caymanian students		
Timeliness • Required documentation to be submitted by October 31, 2014 • School inspections to be conducted as scheduled by the Ministry	100% 100%	100% 100%
Location Cayman Academy, Cayman Prep & High School, Cayman International School, First Baptist Christian School, Grace Christian Academy, Hope Academy, Montessori By The Sea, St Ignatius Catholic School, Triple C School, Truth for Youth School, Wesleyan Christian Academy	100%	100%
Cost	\$1,530,000	\$1,530,000
Related Broad Outcome: 7. A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement outputs: PSA 1)</i>		

OUTPUT SUPPLIER: THE WELLNESS CENTRE

NGS 76	Autism Diagnostics & Sexual Trauma Recovery Programme	\$28,825	
Description Provision of confidential trauma focused cognitive behavioural therapy to Caymanian school –aged children and youth survivors of sexual trauma utilizing a research-based intervention programme. Provision of specialized training in the application of Applied Behavioural Analysis (ABA) to Classroom Teachers, SEN (Special Education Needs) professionals, and members of the Early Intervention Programme to assist their work with students with Autism Spectrum Disorders.			
Measures		2014/15 Budget	2013/14 Forecast
Quantity: - Number of direct clinical hours delivered to child or parents/guardians within a school, clinic or community setting. - Number of Indirect hours, including coordination of care within a multidisciplinary team, consisting of school counsellors, teachers, DCFS and RCIPS. - Number of 2-Day ABA Training Workshops to be delivered - Total Number of teachers/SEN professionals to be trained - Number of Training Effectiveness Summaries		140 50 2 24-30 2	140 275 2 24-30 2
Quality: - Services to be provided based on referrals from Child Psychologist – Department of Psychiatry and Behavioural Health Services, Cayman Islands Health Services Authority. - Trauma Symptom Checklist-40 (Briere,1989) or an equivalent assessment will be utilized. - Therapeutic services will be delivered by a trained therapist registered with CPAM - Training material developed and delivered by a Board Certified Behavior Analyst (BCBC) and Certified Teacher of Special Needs. - Training effectiveness evaluation forms will be completed by all participants.		100% 100% 100% 100% 100%	N/A 100% 100% 100% 100%
Timeliness: - Initial intake screening to be scheduled within 48 hours of referral. - Interim Summary Report to be provided by February 2015 - Summary programme report to be provided by June 30, 2015 - Training workshops delivered September 2014 – June 2015. - Summary evaluation reports will be submitted within 7 working days after training has been completed.		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
Location Grand Cayman		100%	100%
Cost		\$28,825	\$44,617
Related Broad Outcome: 7. A Centre of Excellence in Education (Group comprises Purchase Agreement outputs: TWC 3 & TWC 5)			

OUTPUT SUPPLIER: MUSIC THERAPY SERVICES

NGS 77	Music Therapy Services	\$59,661	
Description Music therapy is a clinical evidence-based use of musical interventions to address the physical, emotional, cognitive and social needs of clients to help them reach individual goals. Music therapy is accessible to all children and young people including those with severe or profound disabilities or with more challenging behaviour as it uses non-traditional approaches to engage them musically. The output is to provide music therapy services to the Lighthouse school, Sunrise Adult Training Centre (SRC) and Therapeutic behaviour provision and the Early Intervention Programme (EIP)			
Measures		2014/15 Budget	2013/14 Forecast
Quantity • Clients served at SRC • Number of children served at the Lighthouse School • Number of Children served at therapeutic centres • Number of children served through the Early Intervention Programme • Number of reports to be submitted to Ministry • Service evaluation		25-35 40-50 6-15 25-35 2 1	25 45 N/A 55 N/A N/A
Quality • Service to be provided by a qualified and certified Music Therapist with up to date police clearance • Interim and final narrative reports should provide detail about the progress towards achieving outcomes for the clients at each setting and feedback from service users • Payment requests are supported by a summary record of number of visits made to each setting • That the service is evaluated using feedback from settings and students		100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Service to be delivered from September 2014-June 2015 • Interim report to be received by January 14th 2015 • Final annual report to be received no later than July 24th 2015 • Payment requests made on a monthly basis as per Purchase Agreement • Annual evaluation of service to include service users		100% 100% 100% 100%	100% 100% 100% 100%
Location Grand Cayman		100%	100%
Cost		\$59,661	\$59,661
Related Broad Outcome: 7: A Centre of Excellence in Education			
(Group comprises Purchase Agreement outputs: CMT 1)			

OUTPUT SUPPLIER: CAYMAN ISLANDS PROTECTIVE SERVICES

NGS 79	K9 Security Services	\$31,500
Description Provision of K-9 security services to reduce incidents of use and distribution of drugs in the schools, and to make visit to schools as part of the Drugs Education Programme.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number hours service provided per week - Number of trained/certified K-9 and handlers - Number of schools visited by K-9 unit	26 1 10-12	26 1 4
Quality - K-9 security services to be provided by a trained/certified K-9 and handler - Community Police Officer accompanies company personnel in the performance of services	100% 100%	100% 100%
Timeliness - K-9 security services to be delivered over academic year from September through June - Activity reports filed with Ministry liaison on a monthly basis - Final Annual Report of programme outcomes to Ministry by June 30, 2015	100% 100% 100%	100% 100% 100%
Location Grand Cayman	100%	100%
Cost	\$31,500	\$31,500
Related Broad Outcome: 7: A Centre of Excellence in Education <i>(Group Comprises Purchase Agreement Output: KSS-1)</i>		

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

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

HES 1	Policy Advice and Ministerial Services	\$1,997,490	
Description			
Provision of policy advice and administrative services for the Minister and Cabinet including:			
• Preparation of policy advice papers and papers for Cabinet • Preparation of drafting instructions • Monitor and review the delivery of outputs for, Statutory Authorities, Government-Owned Companies and Non-Government Organisations • Environmental Policy/Issues			
Measures		2014/15 Budget	2013/14 Forecast
Quantity			
• Number Cabinet Papers and Notes produced		30 – 40	30
• Number of drafting instructions or commentary prepared		3 - 6	6
• Collate Annual Reports		2	2
Quality			
• Cabinet Papers and Notes are accurate and meet Cabinet guidelines		100%	100%
• Provide clear, accurate and relevant drafting instructions and comments for the above Bills		100%	100%
• Reports are accurate, relevant and submitted within agreed timelines		100%	100%
Timeliness			
• Cabinet Papers and Notes submitted to Cabinet Office by Thursday to be placed on the agenda of the following week		100%	100%
• Drafting instructions and commentary submitted to Legislative Counsel within timelines stipulated by the Honourable Minister		100%	100%
• Reports submitted on or before the 10th working day after the end of the quarter		100%	100%
Location			
Cayman Islands		100%	100%
Cost			
		\$1,997,490	\$1,907,428
Related Broad Outcomes			
(Group comprises ABS output: MHE 1, MHE 2, MHE 3, MHE 7)			

HES 4	Sports Coaching and Training Programmes	\$3,813,866
Description Maintenance and management of Government owned sports and recreational facilities to ensure safety, security and competition standards are adhered to. Provision of Technical Education and training primarily in the six focus sports via community recreational programmes, national programmes, after-school programmes and school sessions.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of Community Sport Development Programs - Number of Coaching Sessions in Schools (Public and Private) - Number of Facility and Course Application Forms processed	40-44 2100- 2300 500-550	30-33 2800-3100 150-250
Quality - School sessions aligned and conducted in compliance with school strategy/plan/curriculum. - Programmes, camps and workshops are conducted by technical staff trained to standards set by the international governing body for the particular sport - Facilities designated for International Competitions maintained at standards set by governing sport bodies to ensure readiness and compliance with respective regulations	100% 100% 100%	100% 100% 100%
Timeliness - Community Coaching/National Programs held daily 5- 6 days a week - Recreational Leagues/Events and Workshop are conducted quarterly- 3 per quarter - Schools session provided daily 5 days per week - Facilities will be in a state of readiness for scheduled events	100% 100% 100% 100%	100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$3,813,866	\$3,824,494
Related Broad Outcomes		
<i>(Group comprises ABS output: DSP 9, DSP 10, DSP 11)</i>		

HES 5	Youth Education, Mentorship and Community Activities	\$636,703
Description Facilitation of programmes whereby, youth research and share their views on national and international issues. The delivery of a series of summer camps which keep youth productively engaged and adequately supervised during their summer vacation. In addition, the coordination and production of newsletters and radio shows to disseminate information to youth. Provision of an internationally recognized Cadet Corps programme in Grand Cayman and Cayman Brac for youth including: • Land and marine training; • Training programme that develops physical and mental endurance • Business Technology Education Council (BTEC) Diploma Programme		
Measures Quantity • Number of Life Skills presentations conducted by Unit staff to youth in service provider groups • Number of radio shows • Number of training session Quality • Presentations delivered by qualified youth workers • Adheres to the quality measures held by Radio Cayman. • BTEC sessions delivered by trained instructors that are certified by the Cadet Vocational Qualified Officer(CVQO)programme in the UK Timeliness • Life Skills session conducted quarterly • Radio shows are broadcast weekly • Training Sessions held once a week during the school calendar year Location Cayman Islands		2014/15 Budget 9 35 194 100% 100% 95% 100% 95% 100% 100% 100%
Cost		2013/14 Forecast 9 35 194 100% 100% 95% 100% 95% 100% 100% 100%
		\$636,703
		\$651,760
Related Broad Outcomes		
<i>(Group comprises ABS output: YSU 7, YSU 8, CAD 4, CAD 6)</i>		

HES 7	Collection, Recycling and Disposal of Waste	\$3,193,711
Description Management of landfills including disposal of biomedical and hazardous waste. Collection of all solid waste materials and the provision and maintenance of roadside litter control programme.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Total Infectious waste incinerated /Manage (tons) - Tons of waste collected from commercial and residential properties	275 – 300 60000–80000	275-300 39,245
Quality - Infectious waste incinerated to applicable environmental/industry standards - Collection of solid waste is in accordance to international standards	95-100% 95-100%	100% 100%
Timeliness - Infectious waste incinerated within 24-48 hours - Twice per week as per current residential collection scheduled	95-100% 90-95%	100% 90%
Location Cayman Islands	100%	100%
Cost	\$3,193,711	\$2,994,457
Related Broad Outcomes		
<i>(Group comprises ABS output: EVH 5, EVH 18)</i>		

HES 8	Public Health Services	\$1,482,258
Description Environmental health awareness and promotion to the public and government. Rodent control services including de-ratting certifications. Provide support services and policy advice by means of reports, briefing notes, speeches and replies to Parliamentary questions and correspondence to the Minister and Cabinet on Boards and Committees.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
• Number of School visits/ promotions	30 – 35	30-35
• Number of leaflets on rodent control issued	800-1200	1500-2000
• Number of indoor air quality assessments conducted and reported	30-40 125-150	30-40 175-200
• Engineering advice and reports	3 -5	3-5
• Number of replies to parliamentary questions		
Quality		
• School visits, programs and promotions to meet internal peer review standards for format, accuracy and comprehensiveness	95-100%	95-100%
• Printed leaflets to be clear, concise and informative in compliance with departmental standards.	100%	100%
• Air and noise assessments complying with acceptable scientific protocol	95-100%	95-100%
• Engineering advice & reports to be in compliance with Internt'l acceptance codes and standards including local laws	95-100%	95-100%
• Parliamentary questions properly researched, mtg. format accurate and submitted by deadlines	100%	100%
Timeliness		
• School visits/promotions and lectures to be conducted as scheduled	95-100%	95-100%
• Printed leaflets available for immediate distribution	100%	100%
• Air quality and noise assessments conducted as schedule between clients	95-100%	95-100%
• Other reports which are completed within 7 days after completion of the investigation/research	95-100%	95-100%
• Written questions or requests from Cabinet, Legislative Assembly or Minister prepared and presented by due date.	100%	100%
Location		
Cayman Islands	100%	100%
Cost	\$1,482,258	\$1,382,178
Related Broad Outcomes		
<i>(Group comprises ABS output: EVH1, EVH 8, EVH 9, EVH10, EVH 11, EVH 15)</i>		

HES 9	Environmental Health Monitoring Services	\$465,849
Description Provision of services such as, statutory nuisance monitoring and enforcements, occupational hygiene and safety services, surveillance inspections and monitoring; control of pollution from sources; and protection of public premises.		
Measures Quantity - Number of complaints investigated - Number of procurement of water samples Quality - Investigations and reports which meet internal peer review standards for accuracy, relevance & adherence to applicable standards. - Food and water samples collected and managed in accordance with acceptable laboratory standards Timeliness - Responses to complaints within allotted period: High-risk complaints within 24hrs, medium within 72hrs, and low 120hrs. - Samples collected and delivered to laboratory standards Location Cayman Islands Cost	2014/15 Budget	2013/14 Forecast
	350-400	410
	75-125	178
	90-100%	100%
	90-100%	100%
	90-100%	90%
	90-100%	90%
	100%	100%
	\$465,849	\$381,671
Related Broad Outcomes		
<i>(Group comprises ABS output: EVH 17)</i>		

HES 10	Emergency Response Services	\$140,430
Description Hazardous waste operations and emergency response to natural or manmade events.		
Measures Quantity - Number of responses to all hazardous material incidents - Number of disaster management responses Quality - Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety. - The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans Timeliness - Responses within 6-8hrs of receiving notification of a hazardous material spill or situation - Activate the pre-hurricane response plan before the events as outlined in the departmental documents and along national plans. Location Cayman Islands Cost	2014/15 Budget	2013/14 Forecast
	1– 3	1-3
	2 - 3	2-3
	95-100%	90%
	90-100%	100%
	95-100%	90-100%
	95-100%	95-100%
	100%	100%
	\$140,430	\$138,095
Related Broad Outcomes		
<i>(Group comprises ABS output: EVH 14)</i>		

HES 11	Mosquito Control Services	\$5,652,978
Description • Maintain the capability to carry out a Larviciding programme to control swamp-breeding mosquitoes. • Mosquito control call-out service • Provide education programme to promote awareness of mosquito control methods and public safety. • Programme to control swamp-breeding mosquitoes by non-chemical (physical and biological) means, including the annual hatch and strand programme. • Programme to reduce the number of disease vector mosquitoes, monitor populations of these species, and prevent the importation of disease-carrying mosquitoes.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Ground Applications • Number of call-out request • Number of visits/presentations • Number of Swamp flooded and drained • Number of Ovipots collected	100 150-250 3-8 2 650-800	100 175 6 1 650
Quality • Applications conform to the operations manual and other relevant guidelines • Call-out requests responded to and mosquito complaints resolved • Visits/presentations carried out by qualified personnel • Operations to be completed with supervisor sign-off and in Compliance with the operational plan.	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • On-going throughout period. Provide capability to make larvicide applications at any time, as environmental conditions require. • Respond to call-out request within 24hrs • Completed according to departmental schedule • Operations completed within timescale set by supervisor	80-100% 100% 100% 100%	80-100% 100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$5,652,978	\$5,726,652
Related Broad Outcomes		
<i>(Group comprises ABS output: MRC 3, MRC 4, MRC 8, MRC 11, MRC 12, MRC 14, MRC 15)</i>		

OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY

HEA 2	Medical Care for Indigents	\$10,971,005
Description Provision of medical care to indigent patients which includes: • primary care, • secondary care services, and • Dental and mental health care		
Measures Quantity • Number of emergency visits to Accident and Emergency • Number of General Practice(GP) clinic visits • Number of specialist clinic visits • Number of dialysis patient treatment session • Number of in-patient days • Number of dental clinic visit • Number of Inpatient admission Quality • Percentage of patients satisfied with the service • Emergency services available 24 hrs. per day, 365 days per year • Outpatient visits scheduled on average within two weeks of request • Elective inpatient admissions scheduled within two weeks of request Timeliness • Percentage of patients seen in GP within 30 minutes of appointment • Percentage of patients seen in SPC within 30 minutes of appointment • Percentage of patients seen in Dental Clinic within 30 minutes of appointment time Location Cayman Islands Hospital, Faith Hospital and District Clinics (the latter for outpatients only)	2014/15 Budget	2013/14 Forecast
	1,000-1,400	994
	2,500-3,500	2,696
	1,500-2,500	2,082
	1,500-3,000	1,730
	1,500-2,500	1,326
	50-100	84
	250-450	272
	95-100%	95%
	100%	100%
	95-100%	95%
	95-100%	95-100%
	75-80%	75%
	75-80%	75%
	75-80%	75%
	100%	100%
	\$10,971,005	\$11,710,956
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 7)</i>		

HEA 6	Medical Services in Cayman Brac and Little Cayman	\$3,445,158
Description - Maintenance of health care facilities in Cayman Brac and Little Cayman. - Provision of public health, mental health, specialist services and pre-hospital emergency care (ambulance service)		
Measures Quantity - Maintenance of facilities including utilities for Faith Hospital, Dental Clinic and Little Cayman Clinic - Total number of public health visits - Total number of Specialist clinic visits - Total number of mental health visits - Total number of ambulance calls, patient transport and home visits Quality - Emergency services available 24 hours per day - Percentage of school aged children fully immunized as per National Immunization Schedule - Percentage of infants (<5yrs) fully immunized as per National Immunization Schedule Timeliness - Outpatient visits scheduled on average within one week of request - Elective Inpatient admissions scheduled within two weeks of request Location Health Service Authority facilities on Cayman Brac and Little Cayman Cost	2014/15 Budget	2013/14 Forecast
	3	3
	2,000-3,000	2,498
	2,500-4,300	4,050
	250-500	398
	400-700	624
	100%	100%
	90-100%	98%
	95-100%	95%
	95-100%	95%
	95-100%	95%
	100%	100%
	\$3,445,158	\$3,365,060
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HAS 21)</i>		

HEA 10	Ambulance Services	\$2,247,293
Description Provision of 24 hours a day pre-hospital emergency care and non-emergency transport for residents and visitors in Grand Cayman.		
Measures Quantity Total number of emergency and non-emergency calls Quality All vehicles and equipment check thoroughly daily (as per protocol) for roadworthiness and operational effectiveness Timeliness Unit dispatched within three minutes of call (unless unit on another call) Location - Station at West Bay Clinic, Grand Cayman - Station at North Side Clinic, Grand Cayman - George Town Hospital, Grand Cayman Cost	2014/15 Budget 3,300-4,300 100% 100% 100% 100% 100% \$2,247,293	2013/14 Forecast 3,654 98.3% 100% 100% 100% 100% \$2,230,124
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 23)</i>		

HEA 11	Services at District Health Clinics	\$2,242,947
Description Provision of primary health care services: routine medical care, home health care of the elderly and home bound; antenatal and postnatal care, mental health care, child health services, health promotion, nutrition counselling and communicable disease surveillance. Services provided at four District Health Centres in Grand Cayman		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
• Number of doctor's clinic sessions	3,175-3,452	3,052
• Number of Nurse's Clinic sessions	4,860-5,320	5104
• Number of Child Health clinic sessions	535-665	680
• Number of Postnatal clinic sessions (Mothers, Babies & Public Health)	156-192	174
• Number of physicians Home visit sessions	230-325	168
• Number of Nurse home visits	1130-1600	1000
Quality		
• Percentage of infants fully immunized against diphtheria, whooping cough, tetanus, polio and haemophilus influenzae b (annual data)	90-100%	94%
• Percentage of postnatal mothers with at least two home visits	90-100%	90%
• Percentage of clients satisfied with the service (periodic survey)	80-90%	80%
Timeliness		
Clinics held as per schedule	98-100%	98-100%
Location		
North Side, Bodden Town, East End, George Town	100%	100%
Cost	\$2,242,947	\$2,512,626
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 31, HSA 32, HSA 33, HSA 34)</i>		

HEA 12	Mental Health Services	\$2,231,204
Description Provide residents and visitors of the Cayman Islands with 24 hour inpatient and outpatient mental health services. Providing mental health/status assessments and treatment of patients referred for care of psychiatric disorders, diagnostic testing, and psychological consultation. Consultation with other Government departments and assessment and management of acute exacerbation of symptoms.		
Measures Quantity - Number of beds - Number of patients - Number of patient days - Number of patient days for clients detained under involuntary status (Mental Health Law, Remand) - Number of visits to Day Centre - Number of Clients using Day Centre - Number of Outpatient Clinic Visits - Number of home visit Quality - Average length of stay in hospital (days) - Percentage of patients requiring re-admission for the same condition within three days of discharge - Percentage compliance with an internal clinical quality review program Timeliness - Percentage of patients seen within 12 hours of emergency call - Percentage of admissions accepted within one hour of notification - Percentage of patients seen within 30 mins. of appt time - Percentage of patients who receive appt. within 72 hrs of request Location George Town Hospital, Mental Health In-Patient & Out-Patient Units, Grand Cayman	2014/15 Budget	2013/14 Forecast
	8 100-200 1,600-2,300 250-550 800-1200 50-75 3,000-4,000 20-100	8 146 1,856 402 1040 226 3,584 30
	10-15 <20% 95% - 100%	13 <0% 95%
	100% 75-80% 95-100% 96-100%	100% 75% 95% 97%
	100%	100%
Cost	\$2,231,204	\$2,259,221
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 28)</i>		

HEA 17	Medical Care Beyond Insurance Coverage/Un-Insured	\$2,020,000
Description Provision of Medical care for beyond insurance coverage/ un-insured children which includes: General Practice, Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care for children <18 years of age. Provision of Medical care for pregnant women beyond Insurance Coverage which includes: Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care. Provision of Postnatal and Family Planning Services to Uninsured /Under Insured Caymanians (including spouses of Caymanians) beyond Insurance Coverage. The service provides clinic visits, family planning services and methods.		
Measures Quantity - Number of emergency visits at Accident and Emergency - Number of visits to General Practice - Number of specialist clinic visits - Total number of antenatal visits - Total Number of family planning clinic visits (OB/GYN) Quality - Percentage of compliance with internal quality review program - Percentage of parents satisfied with the service - Percentage of pregnant women booking before 16 weeks gestation - Percentage of pregnant women with at least 8 antenatal visits Timeliness - Emergency services available 24 hrs. per day, 365 days per year - Outpatient visits scheduled on average within two weeks of request - Elective inpatient admissions scheduled within two weeks of request - Availability of appointment as per protocol Location Cayman Islands Hospital and Faith Hospital Women's health Centre ;Faith Hospital, West Bay and Bodden Town– Obstetrician/Gynecologist visits (Midwives visits are in Public Health output)	2014/15 Budget	2013/14 Forecast
	1,500-2,000 4,000-6,000 2,500-4,000 700-900 300-500	1,822 4,948 3,332 888 N/A
	95-100% 95-100% 70-100% 90-100%	95% 95% 74% 99%
	100% 95-100% 95-100% 98-100%	100% 95% 95% 100%
	100%	100%
	100%	N/A
Cost	\$2,020,000	\$1,760,000
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 1, HSA 2, HSA 3)</i>		

HEA 18	School Health Services	\$1,430,445
Description Provision of health education, screening and immunization services at all schools and treatment of minor ailments in school based clinics. Provision of routine dental care at the clinics and hospitals.		
Measures Quantity - Number of school nurse clinic sessions - Number of school health screening sessions - Number of health education sessions - Number of clinic sessions by school dental office - Number of clinic sessions by school dental therapists - Number of clinic sessions by dental hygienists Quality - Percentage of school aged children fully immunized as per National Immunization Schedule - Percentage of compliance with clinical quality programs Timeliness Percentage of students assessed prior to school entry per school year (Sept. – July)	2014/15 Budget 1,000-1,400 600-700 300-400 250-350 600-1,000 60-100 95-100% 95-100% 90-100% 95-100%	2013/14 Forecast 1,082 600 276 276 1005 40 98% 95-100% 98% 100%
Location School nursing service --School Health Centres (John Gray and George Hicks High Schools) full time nurse; Red Bay Primary – twice weekly; George Town Primary – twice weekly; Savannah Primary – twice weekly; Prospect Primary-twice weekly; Private schools –twice weekly (excluding the <u>New School at Frank Sound</u>) School dental service —George Town dental clinic, West Bay Health Centre, Bodden Town Health Centre, John Gray High School, George Hicks High School, Red Bay primary, Prospect Primary, John A. Cumber Primary, and dental caravan (rotating at various schools)		
Cost	\$1,430,445	\$1,913,774
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 11, HSA 12)</i>		

HEA 19	Medical Care for Chronic Ailments	\$775,608
Description To provide care to Cayman residents with chronic non-communicable diseases who are either uninsured or under insured.		
Measures Quantity Patients seen with chronic non-communicable diseases e.g. cancer, hypertension, diabetes, renal failure etc. Quality % of chronic patients seen by a physician monthly % of patients seen by nutritionist monthly % of patients with blood studies completed monthly Timeliness Number of patients seen within 30 minutes of appointment Location Cayman Islands Hospital Cost	2014/15 Budget	2013/14 Forecast
	40-100	52
	95-100%	95%
	95-100%	95%
	85-95%	85%
	100%	100%
	100%	100%
	\$775,608	\$1,027,613
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 38)</i>		

HEA 20	Public Health Programme	\$1,580,576
Description Provision of administrative services for the Public Health programmes such as communicable disease surveillance & control, HIV/AIDS, Immunization, Tobacco Control, Health Promotion programmes and their implementation. This includes provision of medical examinations or tests in the interest of the public health of these islands and medical care at H.S.A. to clients with AIDS, Tuberculosis, Malaria or other communicable disease as certified by the Medical Officer of Health, as per the Health Fees Law and regulations.		
Measures Quantity - Number of hours of administrative services - Number of Communicable Disease reports compiled from thirteen sentinel sites - Number of antigens included in the vaccination programme - Number of PLWHA (person living w/HIV/AIDS) living on Island - Number of TB patients treated Quality - Programme documents and programme meet the quality review of Caribbean Epidemiology Centre (CAREC) / Pan American Health Organization (PAHO) - Percentage of sites reporting weekly - Percentage of participants satisfied (average per survey respondents) - Percentage of compliance with internal clinical quality review programme (periodic Audits) Timeliness - Percentage Compliance with weekly surveillance reports to CAREC - Percentage of Health Promotion sessions and events conducted as scheduled - Emergency Service Available 24 hours per day Location Services provided through Public Health Department at H.S.A. and Health Centres George Town, West Bay, Bodden Town, East End, North Side and Cayman Brac Cost	2014/15 Budget	2013/14 Forecast
	400-600	512
	52-53	52
	14-16	14
	60-65	61
	1-5	0
	95-100%	95%
	95-100%	100%
	75-80	75%
	95-100%	95%
	98-100%	100%
	95-100%	98%
	100%	100%
	100%	100%
	\$1,580,576	\$1,330,576
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 39, HSA 41)</i>		

HEA 21	Medical Internship Program	\$150,000
Description Provision of medical internship at the Health Services Authority to strengthen the capacity building of the cadre of junior doctors and to support and sustain clinical development through interaction with consultant level staff at the Authority.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Number of Interns	2	4
Quality		
Programme satisfies the requirements of the Caribbean association of Medical Council (CAMC)	90-100%	95%
Timeliness		
In accordance with CAMC's requirements	90-100%	100%
Location		
Cayman Islands Hospital	100%	100%
Cost	\$150,000	\$362,000
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: HSA 40)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL MUSEUM

MUS 4	Collection and Preservation of Significant Material Evidence	\$147,744
Description Collection and preservation of material evidence significant to our culture, history and heritage, including: - Collection, documentation and preservation of material - Protection, scientific research of, and limited public access to Museum collections, and materials of Caymanian heritage		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of artifacts collected and Processed - Number of new accessions registered - Research into natural/cultural history topics	50-100 20-40 1-6	50-100 20-40 1-2
Quality - Managed in accordance with the Collections Management Policy, AAM Code of Ethics, and SHA Code of Ethics. Standards set by the following Standing Professional Committees: AAM Curators Committee, Registrars Committee, ICOM/ ICCROM/ ICOMOS - Research conducted with due professional care as established in the Museum written Collections Management Policy	100% 100%	100% 100%
Timeliness Ongoing	100%	100%
Location Cayman Islands	100%	100%
Cost	\$147,744	\$159,691
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: CNM 1)</i>		

MUS 5	Museum Facilities, Exhibitions and Displays	\$541,728
Description Public access to and educational services from, displays, exhibitions, library, publications, research collections and programmes of the Cayman Islands National Museum including: • Providing museum facilities, exhibitions, displays and general public access to them • Provision of a land-based Maritime Heritage Trail and Shipwreck Preserves • Provision of restaurants, shops and other facilities for the use by the public and in furtherance of the mission and purposes of the Cayman Islands National Museum • Liaising with local and international groups having similar objectives, for loan or exchange of artefacts and exhibits, and the exchange of knowledge and information		
Measures Quantity • Permanent cultural/natural history exhibition • Number of visitors to the museum and shop • Number of tours Quality • Exhibitions and displays to accepted international museum standards as set by the National Association of Museum Exhibitions, Smithsonian Guidelines for Accessible Exhibition Design, ICOM, AAM • Professional standards of protection and security including a fully implemented disaster/ emergency preparedness plan and full insurance Timeliness Ongoing Location Grand Cayman Cost	2014/15 Budget	2013/14 Forecast
	1	1
	15,000-20,000	15,000-20,000
	50-100	5-15
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$541,728	\$585,534
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: CNM 2)</i>		

MUS 6	Provision of Policy and General Advise on Museum Matters	\$131,328
Description Provision of services to support the Ministry: • Direct, manage and assist the Cayman Islands National Museum to fulfil its mission and purposes • Support Government's request for information to further the cultural well-being of the Cayman Islands • Assist the Ministry in creating national culture policies and plans; and any necessary legislation • Provide reports and other documentation requested by the Ministry, Cabinet and other Government Departments		
Measures Quantity • Replies to questions from Cabinet, Legislative Assembly and others • Draft replies to correspondence • Information requests • Quarterly and annual reports • Briefings for meetings • Specified and additional papers Quality • All papers will define issues clearly and succinctly, with the nature and scope of the issues being clear, and have recommendations which are unambiguous • All replies to questions, correspondence and reports must be comprehensive and accurate and to professional standards Timeliness Within time frames required Location Grand Cayman Cost	2014/15 Budget	2013/14 Forecast
	1-10	1-10
	1-10	1-10
	25-50	25-50
	4/1	4/1
	1 – 6	1 – 6
	1 - 6	1 - 6
	100%	100%
	100%	100%
	100%	100%
	\$131,328	\$138,240
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: CNM 3)</i>		

OUTPUT SUPPLIER: CAYMAN NATIONAL CULTURAL FOUNDATION

NCF 7	Arts and Culture Preservation, Documentation and Promotion	\$99,629
Description • Preservation of the national collection of 125 Gladwyn K. Bush artworks acquired on behalf of the people of the Cayman Islands. This may include periodically exhibiting the works, upon invitation. • Producing an annual Arts Awards presentation recognising individuals or groups whose work, or work with others, has made or is expected to make, in the long term, a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts. • Maintaining a resource library of video and audio recordings, prints, photographs, books, magazines and other literature on or about art / culture (some of these materials are purchased; some, such as <i>FOUNDATION</i> arts and culture journal and other literary works, are published by the CNCF).		
Measures Quantity • National Collection of GK Bush artworks: - Number of works in the collection • Arts awards presentation • Cultural Resource Library: -Number of titles/materials available for public access Quality • Painting to be maintained in a stable environment to international standards for art collections, and to be inspected annually by an art preservation/restoration expert, who will prepare a report regarding their condition • Arts Awards nominations reviewed and winners selected by panel of experienced persons in relevant fields. • Library materials preserving or promoting Caymanian cultural heritage and the arts, and/or culture and the arts in general. Timeliness GK Bush Collection Inspection – 3 rd Quarter Arts Awards – by 3 rd Quarter Public access to Library – during normal office hours Location The Harquail Theatre Cost	2014/15 Budget	2013/14 Forecast
	125	125
	1	1
	738-755	738-745
	100%	100%
	100%	100%
	100%	100%
	100% 100% 95-100%	100% 100% 95-100%
	100%	100%
	\$99,629	\$115,774
Related Broad Outcomes		
(Group comprises Purchase Agreement output: NCF 1)		

NCF 8	National Festivals and Stage Productions	\$466,011
Description		
- Production of the Cayman I Islands International Storytelling Festival – <i>GIMISTORY</i> which showcases artistic expression (including music and spoken word performance), as well as aspects of traditionally Caymanian culture (such as cooking on caboose and community life) and sharing these experiences with international audience and roster of gifted performers from Cayman and overseas. - Hosting/sharing the Caymanian arts and cultural experience at local and international arts and culture events, such as Cayfest Red Sky at Night, as well as conferences/seminars. - Presentation of performing arts events, including at least one locally created theatrical production.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Number of Cayman Islands International Storytelling Festivals – <i>GIMISTORY</i>	1	1
Number of national/international arts and culture events hosted or attended/number of papers presented.	2	3
Number of Cayman National Cultural Foundation produced stage presentations.	1 -3	3
Quality		
Professional / experienced Gimistory storytellers should be selected based on Board approved criteria.	80%	80%
Events/conference/seminar relevant to the Caymanian context and/or the work of the Cultural Foundation, as approved by Board.	100%	100%
Production elements to be in keeping with the conventions of theatre, as determined by the Artistic Director.	100%	100%
Timeliness		
Gimistory Festival – Nov 2013	100%	100%
Conferences / Seminars – 3rd & 4th Qtrs.	100%	100%
Presentation of Stage Productions – 2nd & 3rd quarters	100%	100%
Location		
The Harquail Theatre and/or other stages/auditoria	100%	100%
Cost	\$466,011	\$475,321
Related Broad Outcomes		
(Group comprises Purchase Agreement output: NCF 2, NCF 3)		

NCF 9	Training and Support for Artists	\$63,260
Description - Provision of training programmes in the performing, visual and/or literary arts and in the art of storytelling in the form of workshops, seminars or residencies for local performers, teachers and students. - Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music through the Young-At-Arts extra-curricular classes, performances, and field trips which will culminate in work-shows to showcase to a public audience the participants' progress over the course of the workshop.		
Measures Quantity - Number of public performances resulting from after-school classes/rehearsals in performing arts. - Workshops in Traditional, Visual, Literary and/or Performing Arts. - Artistic grants awarded. Quality - Classes/programmes are delivered by qualified tutors in the respective field. Award of grants based on merit to individuals, and/or organisations that: Are not-for-profit, or are units of government, or educational institutions. Produce, present or support dance, literary arts, media arts, music, theatre, visual, traditional arts and crafts, and/or related arts. Timeliness - Workshops held 2nd & 4th Qtrs. - Grants publicized – On-going - Performances – During School Year Location Harquail Theatre and other venues in Grand Cayman and Cayman Brac.	2014/15 Budget	2013/14 Forecast
	3	6
	1 – 3	3
	8 - 20	8 - 20
	100%	100%
	100%	100%
	100%	100%
	100%	100%
Cost	\$63,260	\$88,299
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: NCF 4, NCF 5)</i>		

OUTPUT SUPPLIER: NATIONAL GALLERY OF THE CAYMAN ISLANDS

NAG 1	Visual Art Exhibitions and Collection	\$401,850
Description • Provision of exhibitions of visual arts, and related educational programming, for students, residents and visitors. • Provision to acquire, conserve, and exhibit a National Art Collection and related research materials (database, conservation materials, and art library). • Provision of arts education programmes (children and youth), continuing education programmes (adults), internships, career advice and scholarships that promote the practice and appreciation of the visual arts of the Cayman Islands and beyond. Provision of outreach programmes for the therapeutic and rehabilitation purposes. • Provision of the development, promotion and publication of Cayman Islands Visual Arts information, both locally and overseas, including consultation to Government on matters relating to arts and culture and related policies.		
Measures Quantity • Number of exhibits • Works of art in the NGCI's National Collection • Number of Education Programmes • Development, publication and public presentation of matters relation to Caymanian art, art history and Caymanian cultural heritage (via local and international media, conferences and lectures) Quality • Exhibitions/Community Events mounted in accordance with international guidelines. • National Collection confirms to standards set by the National Art Gallery • Education Programmes are all delivered in accordance with international standards by experienced and trained instructors. Timeliness • Exhibitions/Community Events and arts programmes will be available as scheduled. • Education and outreach programmes will be on-going Data, collections and files updated continually Location • The National Gallery, Easterly Tibbetts Highway • Heritage House for the exhibitions in Cayman Brac • Districts around the Cayman islands	2014/15 Budget	2013/14 Forecast
	8 130 30 25 100% 100% 100% 100% 100% 100% 100% 100% 100%	7 123 30 22 100% 100% 100% 100% 100% 100% 100% 100% 100%
Cost	\$401,850	\$433,882
Related Broad Outcomes <i>(Group comprises Purchase Agreement output: GAL 1, GAL 2, GAL 3, GAL 4)</i>		

OUTPUT SUPPLIER: TOURISM ATTRACTIONS BOARD

TAB 6	Cultural Programmes	\$ 8,550
Description Provision of cultural programmes. Support for pirates' week activities – Festival Queen and 5K Run		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of cultural programmes	2	2
Quality Programmes must be in line with the standards stipulated by the Tourism Attractions Board	100%	100%
Timeliness As agreed with the Tourism Attractions Board	100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 8,550	\$9,626
Related Broad Outcomes A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement output: TBD 6)</i>		

OUTPUT SUPPLIER: BRITISH RED CROSS OF THE CAYMAN ISLANDS

NGS 4	HIV/AIDS and First Aid Public Education Programmes	\$ 22,325
Description British Red Cross Cayman Islands Branch Health Care Education Programme to increase safe sex practices among youth between the ages of 13 – 19 years old by providing information and education about the means of transmitting and preventing the spread of HIV/AIDS and other Sexually Transmitted Diseases.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of courses	8	8
Quality Programmes are delivered by trained educators that meet the standards of International Federation of Red Cross and Red Crescent Society, UNAIDS, and World Health Organisation	100%	100%
Timeliness Programmes are ongoing:(a report will be submitted one week after the end of each quarter)	90 – 100%	100%
Location Cayman Islands	100%	100%
Cost	\$ 22,325	\$25,024
Related Broad Outcomes A Fit and Healthy Population		
<i>(Group comprises Purchase Agreement output: BRC 1)</i>		

OUTPUT SUPPLIER: CAYMAN ISLANDS CHAMBER OF COMMERCE

NGS 47	Mentoring Cayman Programme	\$ 9,025
Description Mentoring Cayman Programme - a joint initiative to assist high school students to become the next generation of business leaders. Students in the programme are the higher-performing students in Year 11.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of students linked to professional mentors	30-50	30-50
Quality - Experienced and suitable business persons selected as mentors - Mentors are trained by a professional facilitator	95 – 100% 98 – 100%	95 – 100% 98 – 100%
Timeliness The school year September 2012 to June 2013	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$ 9,025	\$10,426
Related Broad Outcomes A Centre of Excellence in Education		
<i>(Group comprises Purchase Agreement output: CHC 1)</i>		

OUTPUT SUPPLIER: CAYMAN HOSPICE CARE

NGS 53	Palliative Care Nursing	\$ 50,825
Description The rate above is the minimum amount needed to fund <u>one</u> Cayman HospiceCare nurse for one year. We currently employ three full-time nurses, one part time nurse and two full time care-givers to provide our services. Cayman HospiceCare (CHC) provides total care to patients at any time from diagnosis of cancer or of any other end stage non-malignant disease to a time when life expectancy is very short. Controlling pain and other symptoms, facilitating the patients' remaining at home if they wish, providing psychosocial support to patients' and their families and interfacing with the patients' primary care physician with end of life decisions are the programs primary goals. We provide Advanced Home Care which comprises care in a dedicated home (located at the CHC Villa, in-patient facility) – mainly to individuals whose own home is not safe, suitable or perhaps where families need short breaks		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of patients attended	165-185	150-170
Quality Care should be in accordance with the requests/needs from each patient	80 – 100%	80- 100%
Timeliness Service will be provided as needed	90- 100%	90-100%
Location Grand Cayman – Inpatients homes and hospitals	100%	100%
Cost	\$ 50,825	\$55,607
Related Broad Outcomes A Fit and Healthy Population		
<i>(Group comprises Purchase Agreement output: HOC 1)</i>		

OUTPUT SUPPLIER: CAYMAN AIDS FOUNDATION

NGS 54	Social Marketing for Prevention of HIV/AIDS	\$ 45,125
Description - To develop and implement educational programmes on HIV/AIDS prevention through the media (radio, print, television) that is culturally appropriate to specific segments of the population (women, youth, Persons Living With HIV Aids, community organizations). - To organize youth group sessions to have an on-going dialogue with young people discussing issues of sexuality, relationships, HIV/AIDS, sexually transmitted diseases, sexual violence, pregnancy and gender issues at informal settings where students feel safe and comfortable. - To conduct awareness sessions to parliamentarians, AIDS Foundation volunteers, pastors and community leaders. - Plan and conduct knowledge, attitude, behaviour and practices surveys for a specific target group.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Radio Public Service Announcements (PSA's) - Television PSA's - Newspaper inserts - Condom distributions - Awareness sessions to parliamentarians, volunteers etc. - Youth Awareness sessions - Plans and conduct survey	6 2 12 15,000 10 50 1	6 2 12 15,000 10 10 1
Quality - Messages in conformity with best practices - Awareness session in which participants increase their knowledge by 20% (including proper use of condoms)	100% 90%	100% 90%
Timeliness - Implement monthly PSA's, publications - Awareness sessions conducted as planned - Percentage of sessions held as planned	95% 90% 90%	95% 90% 90%
Location Cayman Islands	100%	100%
Cost	\$ 45,125	\$50,046
Related Broad Outcomes A Fit and Healthy Population		
(Group comprises Purchase Agreement output: CAF 1)		

OUTPUT SUPPLIER: CAYMAN AND OVERSEAS HOSPITALS

NGS 55	Tertiary Care at Various Local and Overseas Institutions	\$11,443,847
Description Provision of tertiary health care for indigents, seamen and veterans who are referred for treatment overseas		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
Number of patients treated abroad		
• Indigents	1,000-1,100	1,000-1,100
• Seamen and Veterans	1,300-1,335	1,300-1,335
Quality		
• Medical services provided in accordance to that agreed by Third Party Administrator (TPA) through Cayman Islands National Insurance Company (CINICO)	95-100%	95-100%
• Care meets acceptable clinical standards	95-100%	95-100%
Timeliness		
On-going throughout the year	100%	100%
Location		
Various locations in the United States, Canada and the Caribbean	100%	100%
Cost	\$11,443,847	\$14,000,000
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Chief Medical Officer)</i>		

OUTPUT SUPPLIER: CAYMAN SPORTS AMBASSADORS

NGS 58	Elite Athletes Programme	\$157,700
Description Promotion of sports and representation of the Cayman Islands at international sporting and/or educational events, and the attendance at local sporting events in the Cayman Islands.		
Measures Quantity - Number of elite athletes - Number of international events - Number of local promotional/events Quality - Athletes must have world-class recognition through previous successes and attendance at world recognised events and be positive role models - Athletes should promote a good image and present a positive role model image - Athletes must comply with contractual agreement signed with the Ministry of Health ,Environment Youth, Sports and Culture Timeliness Agreement for one year commencing July 2014 Location Local and International Cost	2014/15 Budget	2013/14 Forecast
	4	5
	12	12
	9	9
	80-100%	80-100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	\$157,700	\$192,987
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement outputs: KEH 1, RF 1, SF 1, BF 1)</i>		

OUTPUT SUPPLIER: VARIOUS YOUTH ORGANISATIONS

NGS 59	Youth Development Programmes	\$31,825	
Description Programmes offered to develop the character, creative, spiritual, physical and social values of a young person.			
Measures Quantity - Number of programmes offered by the C.I. Scout - Number of programmes offered by Duke of Edinburgh Scheme - Number of programmes offered by the Pathfinders - Number of programmes offered by the Girls Brigade - Number of programmes offered by Big Brother, Big Sister - Number of Programmes offered by Girls Guides - Number of Programmes offered by WB SDA Lightbearers Club Quality - Programmes evaluated and approved by Youth Services Unit based on the departments criteria - Programmes must be in line with the Scouts, Duke of Edinburgh, Pathfinders and Girl Guides’ missions - Safety measures for children and youth must be implemented in programmes based on fire and environment standards - Programme criteria must ensure that adult leadership is adequately prepared to implement the local programme in accordance with international standards (Mission Statements) Timeliness Ongoing		2014/15 Budget	2013/14 Forecast
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OUTPUT SUPPLIER: VARIOUS SPORTS ORGANISATIONS

NGS 60	Sports Programmes	\$735,300
Description Provision of sports programmes in softball, basketball, boxing, track and field, cricket, football, Rugby, Cycling, netball, sailing, squash, swimming and volleyball based on the associations short-term and long-term development plan.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of sport programmes	17	17
Quality - Rules and standard of play in keeping with international organisational standards of the respective sports - Associations/Federations must implement their development plan	90-100%	90-100%
Timeliness Ongoing programmes and competitions	100%	100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$735,300	\$712,196
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: CBB 2, CBB 3, CIA 1, CCA 1, CFA 1, NET 1, CSC 1, SWI 1, COC 1, CRC 1, CVF 1, SSA 1, CIM 1, CSO 1, CSQ 1, CEF 1, CCA 2)</i>		

OUTPUT SUPPLIER: VARIOUS SPORTS AND CULTURAL ORGANISATIONS

NGS 61	Other Sports and Cultural Programmes	\$96,425
Description Support to and development of sports and cultural programmes in various disciplines		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of sport programmes - Number of cultural organisation	8 2	4 2
Quality - Rules and standards of play in keeping with those of the International governing bodies of the sport - Cultural productions and activities in accordance with international cultural standards	90-100% 90-100%	90-100% 90-100%
Timeliness On-going programmes and competitions	100%	100%
Location Cayman Islands	100%	100%
Cost	\$96,425	\$55,558
Related Broad Outcomes		
<i>(Group comprises Purchase Agreement output: FCI 1, PWF 1, FSW 1, CME 1, CDS 1, BTF 1, ASC 1, FSC 1, CAS 1, ESC 1)</i>		

18. OUTPUT GROUPS TO BE PURCHASED BY THE HEAD OF CIVIL SERVICE

OUTPUT SUPPLIER: PORTFOLIO OF THE CIVIL SERVICE

CIV 1	Policy Advice to the Head of the Civil Service	\$524,472
Description Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: • Policy advice to the Head of the Civil Service and the Governor • Strategic Human Resource Services • Provision of support in relation to employment arrangements for Chief Officers		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of hours of policy advice provided • Number of reports	2,800 – 3,500 4-7	3,500 – 4,000 4-7
Quality • Policy advice reviewed by Chief Officer prior to submission • All reports and papers to be subject to review and sign off by the Chief Officer and subsequent approval by Head of the Civil Service prior to distribution. Standard reports to be delivered in required format.	95-100% 95-100%	95-100% 95-100%
Timeliness • All advice submitted in accordance with schedules as agreed by the Head of the Civil Service • Annual service-wide personnel statistical reports: August 2013	95-100% 95-100%	95-100% 95-100%
Location Cayman Islands	100%	100%
Cost	\$524,742	\$622,096
Related Broad Outcome: 2: A Work-Ready and Globally Competitive Workforce 4: A more efficient, accessible and affordable public service; 8: A culture of good governance; 9: Sustainable development in Cayman Brac and Little Cayman with sensitivity to the islands' unique characteristics		
(Group comprises ABS outputs: PCS 1, PCS 2)		

CIV 2	Auditing Compliance with Human Resource & Internal Financial Policies	\$921,126
Description Auditing Civil Service entity compliance with Government human resources policies as established by the Public Service Management Law (PSML) and Personnel Regulations and Government internal financial policies established by the Public Management and Finance Law (PMFL) : • Undertaking ongoing audits of civil service personnel and financial systems to establish the extent of compliance with the PSML and the PMFL and advising the Head of the Civil Service accordingly • Inquiring into alleged breaches of the code of conduct by Chief Officers and reporting to the Head of the Civil Service on the results of such enquiries		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of HR audits • Number of internal financial audits	45-50 16-20	47 14
Quality • Audits conducted in accordance with established methodology and policies	90-100%	90-100%
Timeliness • Audits will be completed within agreed timeframes	90-100%	90-100%
Location Cayman Islands	100%	100%
Cost	\$921,126	\$950,332
Related Broad Outcome: 8: A Culture of Good Governance		
<i>(Group comprises ABS output: PCS 4, IAU 3)</i>		

CIV 3	Management of Public Sector Reform	\$271,153
Description Management of Public Sector Reform including: - Monitoring the operation of the Government's management system and providing advice to the Head of the Civil Service on opportunities for its enhancement - Coordinating the implementation of public sector management reform initiatives - Providing advice and capability support to civil service entities		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Hours spent on the management of reforms - Number of hours of advice and support provided	900 – 1,100 2,100 – 2,400	1,100 – 1,200 1,900 – 2,100
Quality - Facilitation of reforms provided by qualified Management Support Unit personnel - Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned	100% 100%	100% 100%
Timeliness - Delivery of reform activities in line with timelines agreed with Deputy Governor - Advice provided in accordance with a schedule agreed with the relevant client	100% 100%	100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$271,153	\$278,633
Related Broad Outcomes: 9. Restoring Prudent Fiscal Management 12. Preparing our Labor Market for Future Opportunities		
(Group comprises ABS outputs: PCS 5, PCS 7)		

CIV 7	Civil Service College	\$499,644	
Description - Provision of learning and development opportunities to the Cayman Islands’ Civil Service and other clients, through continued strategic development and management of a Civil Service College (CSC), to deliver: - Courses for academic accreditation and/or professional certification - Focus on certain professional groupings for intensive staff development (e.g. uniformed services supervisor training, procurement professionals training, etc) - Development of framework for learning opportunities to support staff personal development plans - Special courses on matters such as statutory authority governance as requested (such as HR, IRIS, FOI, Governance, Constitution etc.)			
Measures		2014/15 Budget	2013/14 Forecast
Quantity - Number of accredited courses delivered - Number of professional groupings supported - Number of frameworks - Special courses		40 – 60 3 – 6 2-3 20 - 30	50 4 1 20
Quality - Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate - Framework to be approved by Chief Officer prior to distribution - Delivered by qualified staff based on Director of CSC approval		90-100% 100% 100%	90-100% 100% 100%
Timeliness - Accredited courses delivered in line with agreed schedule - Special courses as demanded - Professional grouping strategies and programmes delivered		90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Location Cayman Islands and Overseas		90-100%	90-100%
Cost		\$499,644	\$448,706
Related Broad Outcome: 12: Preparing our Labour Market for Future Opportunities			
(Group comprises ABS outputs: PCS 15)			

CIV 8	Human Resource Services	\$743,970	
Description: Provision of HR and accounting services provided to other Government departments including: - Recruitment Services - Job Evaluation - Operational HR Advice, Support and Guidance - Records Management - Accounting services provided to the Cabinet Office			
Measures		2014/15 Budget	2013/14 Forecast
Quantity - Number of hours of recruitment services - Number of Job Descriptions evaluated - Number of agencies provided with advice, support and guidance - Number of agencies records maintained - Number of hours of support on accounting activities		600 - 800 130 – 160 80 - 90 80 - 90 1,400-1,600	600 - 800 180 80 - 90 80 - 90 900 – 1,100
Quality - Services to be provided by qualified Human Resource Professionals - Job evaluation process conducted in compliance with HAY standards. - Advice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations - Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirements - Accounts approved by Chief Financial Officer or Deputy Chief Financial Officer		100% 100% 90-100% 90-100% 90-100%	100% 100% 90-100% 90-100% 90-100%
Timeliness - Work output and turn-around times to be as specified in our publications or as agreed with clients - Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards - Information from a current employee’s file to be retrieved within three working days of request - As required by Cabinet Office		100% 90-100% 90-100% 90-100% 90-100%	100% 90-100% 90-100% 90-100% 90-100%
Location Cayman Islands		100%	100%
Cost		\$743,970	\$792,989
Related Broad Outcome: 4. A more efficient, accessible and affordable public service 12. Preparing our Labor Market for Future Opportunities			
(Group comprises ABS outputs: PCS 12, PCS 14 and PCS 19)			

CIV 10	Servicing of the Legislative Assembly and Members of the Legislative Assembly	\$1,067,474
Description Servicing of the Legislative Assembly and the Members of the Legislative Assembly including: • Sale of Cayman Laws to the Public • Servicing and supporting sittings of the House • Administrative support and research for the Speaker and MLAs and the local branch of the Commonwealth Parliamentary Association • Management of the Legislative Assembly Building		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of laws sold • Number of sitting days • Number of hours spent on administrative support and research • Number of working days that the Legislative Building is operative	600-800 30-50 900-1,000 230-250	1,200-1,400 30-50 900-1,000 250
Quality • Laws provided are the current revision or amendment • Papers, agendas and minutes are accurate and reflect decisions • Advice provided by suitably qualified personnel • Building and equipment managed by qualified staff; Security provided by trained security staff	99-100% 75-95% 100% 95-100%	99-100% 75-95% 100% 95-100%
Timeliness • Orders for laws taken at window processed within five minutes; orders received via email/fax/letter processed within 15 minutes • Documents prepared timely for House sittings • Advice and information research provided within three days of request • Legislative Assembly Building facilities are operative every working day	85-95% 100% 75-95% 95-100%	85-95% 100% 75-95% 95-100%
Location Grand Cayman	100%	100%
Cost	\$1,067,474	\$1,074,507
Related Broad Outcomes: 4: A more efficient, accessible and affordable public service 8: A culture of good governance 17: Strengthening our Infrastructure		
<i>(Group comprises ABS outputs: LGL 1, LGL 2, LGL 3, LGL 4)</i>		

CIV 11	Servicing and Support for Her Excellency the Governor	\$770,884
Description Servicing and support for Her Excellency the Governor including: • Management of the Government House • Coordination of engagement programmes • Provide support including administrative and accommodations, for the Foreign and Commonwealth Office (FCO) staff in the Governor's Office		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of days of upkeep of Governor's house and grounds • Number of invitations prepared and issued • Number of FCO staff members supported	365 6,000-8,500 3	365 6,000-8,500 3
Quality • Upkeep of grounds and house are done in compliance with request as set by Her Excellency • Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event Her Excellency is attending • All administrative and accommodations expenses are contracted at the most efficient and economic price	95-100% 98-100% 98-100%	95-100% 98-100% 98-100%
Timeliness • Maintenance of house and grounds – items resolved within 1-3 weeks • Invitations to be distributed three weeks prior to function date • Support and accommodations are provided year-round	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
Location Grand Cayman	100%	100%
Cost	\$770,884	\$788,739
Related Broad Outcome: 5: Modern, Smart Infrastructure		
(Group comprises ABS outputs: GOV 1, GOV 2, GOV 3)		

CIV 12	Preservation and Management of Records	\$1,131,792
Description • Identification of vital records and assistance to agencies with securing vital records prior to a disaster. Preservation advice to Government agencies regarding the long term preservation of records and archives • Provision of records management support sessions to ensure that government agencies have the proper recordkeeping infrastructure in place. • Provide access to historical collections to researchers, students and the general public through the preparation of finding aids and the operation of a non-circulation Reading Room service.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of government records conserved • Number of government file requests processed • Number of research inquiries answered	8-10 600-610 300-310	8-10 600-610 200-210
Quality • Conservation treatment conducted within 5 business days or based upon complexity of request by client • All records management tasks carried out in accordance with National Archive and Public Records Law (2010 Revision) and in compliance with international standard ISO 15489 • Research advice provided by qualified archivists	100% 100% 100%	100% 100% 100%
Timeliness • Conservation treatment conducted within 5 business days or based upon complexity of request by client • File requests processed, Monday – Friday, 8:30a.m-5:00p.m. • Research advice produced within 5 working days or as agreed with client	100% 100% 100%	100% 100% 100%
Location Cayman Islands	100%	100%
Cost	\$1,131,792	\$1,122,151
Related Broad Outcomes: 4: A More Efficient, Accessible and Affordable Public Service 5: Modern, Smart Infrastructure		
<i>(Group comprises ABS output: CNA 24, CNA 25, CNA 26)</i>		

CIV 13	Maintenance of the Electoral Register	\$421,784
Description Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of electoral registers provided	4	4
Quality Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Law (2000 Revision)	90-100%	90-100%
Timeliness Registers produced every quarter	100%	100%
Location Cayman Islands	100%	100%
Cost	\$421,784	\$424,886
Related Broad Outcome: 5: Modern, Smart Infrastructure 8: A culture of good governance		
<i>(Group comprises ABS output: ELO 1)</i>		

CIV 14	Support for Commissions	\$834,362
Description Provision of research, analytical, operational, policy, strategic and administrative support services to the Human Rights Commission, the Constitutional Commission, the Commission for Standards in Public Life, the Judicial and Legal Services Commission, the Civil Service Appeals Commission, the Anti-Corruption Commission and the proposed Public Police Complaints Commission. - Assist with the continued development and implementation of systems, policies, procedures and in defining the methodology through sound research in accordance with the constitutional and legislative mandates of each Commission. - Continue to assist with developing mechanisms for addressing and handling civil service appeals and public complaints as mandated legislatively and constitutionally for each commission; breaches of the Anti-Corruption Law. - Ensure compliance with the Constitution and other relevant legislation such as the Public Service Management Law/Regulations, the Anti-Corruption Law and the Public Police Complaints Law (2013). - Support recruitment activities on behalf of Her Excellency the Governor for those posts listed in Section 106 (4) of the Cayman Islands Constitution Order 2009 (Judges, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post prescribed by law). - Develop, coordinate and implement PR strategies and educational initiatives relevant to each commission. - Further establishment and continued maintenance of the Department as a valued source of information to the public on topics related to oversight and good governance.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of Commissions supported	7	5
Quality Work carried out by qualified staff	100%	100%
Timeliness Work carried out in accordance with the timetable agreed upon with each Commission	100%	100%
Location Grand Cayman	100%	100%
Cost	\$834,362	\$827,451
Related Broad Outcome: 3: A More Secure Community 8: A culture of good governance 12: Equity and Justice in a Society that Values the Contributions of all		
<i>(Group comprises ABS output: COS 1, COS 2, COS 3)</i>		

CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor		\$281,199
Description			
• Policy advice to the Deputy Governor on Public Administration and other matters • Processing applications for British Overseas Territories Citizenships and Registrations as British Citizens • Provision of Administration Services and advice to the Parole’s Commissioners’ Board, the Prison’s Inspection Board and the Advisory Committee of the Prerogative of Mercy Board (ACPM) • Issuance of deportation and exclusion orders • Coordination of official visits and ceremonial occasions			
Measures		2014/15 Budget	2013/14 Forecast
Quantity		1,600-2,200	1,600-2,200
• Number of hours spent on providing policy advice • Applications for British Overseas Territories Citizenship & registrations as British Citizens		800-1,150	800-1,150
• Number of interviews conducted with eligible inmates		35-45	35-45
• Number of inspection reports produced		30-40	30-40
• Number of ACPM applications processed		15-20	15-20
• Number of deportation and exclusion orders issued		20-25	20-25
• Number of official visits and events coordinated		4-7	4-7
Quality			
• All personnel providing policy advice is qualified in his/her area of expertise		100%	100%
• All matters are handled in accordance with the immigration law		100%	100%
• All interviews conducted in accordance with the prison law		100%	100%
• All inspections are conducted by qualified individuals and reports completed in accordance with the prison law		100%	100%
• All applications are processed in accordance with the Cayman Islands Constitution Section 39 and 40		100%	100%
• All matters are handled in accordance with the immigration law		100%	100%
• All required activities to be delivered in an efficient and professional manner		100%	100%
Timeliness			
• All advice is provided in a timely manner to the Deputy Governor		100%	100%
• All services provided within one day to four weeks		100%	100%
• All interviews completed within timelines set by the Office of the Deputy Governor			100%
• All reports completed within timelines set by the Office of the Deputy Governor		100%	
• All applications processed within timelines set by the Office of the Deputy Governor			
• All services provided within one day to four weeks		100%	100%
• Arrangements completed in time for each visit or event			
Location		100%	
Cayman Islands			
Cost		\$281,199	\$1,122,151
Related Broad Outcomes:			
4: A More Efficient, Accessible and Affordable Public Service			
5: Modern, Smart Infrastructure			
(Group comprises ABS output: CNA 24, CNA 25, CNA 26)			

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL INSURANCE COMPANY

CIN 2	Health Insurance for Civil Service Pensioners	\$19,578,771
Description Provision of Health Insurance for Civil Servant Pensioners and their Dependants		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Total number of insured persons (<i>Insured = Enrollees + Dependents</i>) Enrollees estimated at 1,183 – 1,231	2,052-2,134	1,972-2,052
Quality All eligible pensioners and dependents are insured who are deemed eligible by the Public Service Pensions Board	98-100%	98-100%
Timeliness Insurance cards issued within 15 days of notification of eligibility	98-100%	98-100%
Location Cayman Islands	100%	100%
Cost	\$19,578,771	\$18,727,055
Related Broad Outcome: 6: A Fit and Healthy Population <i>(Group comprises Purchase Agreement output: CIN 2)</i>		

OUTPUT SUPPLIER: EMPLOYEE ASSISTANCE PROGRAMME

NGS 20	Employee Assistance Programme	\$126,000
Description Provision of counseling, consultation and training services to managers, employees and their families.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Counseling sessions provided - Managers/employees trained	450-550 300-400	450-550 300-400
Quality Managers/employees rating training effective. Copies of quality assurance survey summaries of all trainings to be provided	90-100%	90-100%
Timeliness - Counseling commenced within four working days of request - Training provided in accordance with timetable agreed with Training Service Manager	100% 100%	100% 100%
Location Grand Cayman and Cayman Brac	100%	100%
Cost	\$126,000	\$126,000
Related Broad Outcome: 6: A Fit and Healthy Population		
(Group comprises Purchase Agreement output: EAP 1)		

19. OUTPUT GROUPS TO BE PURCHASED BY THE ATTORNEY GENERAL

OUTPUT SUPPLIER: PORTFOLIO OF LEGAL AFFAIRS

LGA 1	Provision of Legal Advice and Representation	\$1,028,885	
Description			
- Provision of legal advice on civil matters to Government Ministries and Portfolios. - Administer, manage and implement the various forms of international legal assistance available through the Portfolio. Conduct criminal prosecutions and make ancillary applications arising out of international requests for assistance.			
Measures		2014/15 Budget	2013/14 Forecast
Quantity Number of hours of advice and representation		10,000-10,500	10,000
Quality Qualified Attorneys to provide requested assistance and advice		100%	100%
Timeliness Assistance given within required time line		100%	100%
Location Grand Cayman		100%	100%
Cost		\$1,028,885	\$2,095,070
Related Broad Outcome			
1. A More Secure Community			
(Group comprises ABS output :PLG 16)			

LGA 3	Law Teaching and Publications	\$994,640
Description Provision of law teaching relating to: - Attorney at Law Certificate of the Cayman Islands - Individual courses with or without University of Liverpool certification - LLB (Hons) degree from the University of Liverpool - Continuing education, professional development seminars and short courses for Magistrates, Justices of the Peace and local interest groups - General advice and training for various government agencies Publication of Legal research in various local, regional and international law journals		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of student - Attorney of Law Certificate - Full –Time LLB degree - Part-Time LLB degree - Individual courses Attorney of Law Certificate - Courses provided within academic year - Hours of classroom lecturing per academic year LLB (Hons) - Modules taught over three academic years - Hours of classroom teaching per module - Hours of classroom lecturing per academic year - Number of publications		
Quality Attorney of Law Certificate - Percentage of courses taught by lecturers qualified to teach in the field. - Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council - Peer review of assessment criteria (setting of examinations) by External examiners - Peer review of internal assessment of coursework by external examiners. LLB Degree - Percentage of courses taught by lecturers qualified to teach in the field. - Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool - Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University - Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University Publications - Meet standards required for publication		
Timeliness - Courses offered during each academic year - Research papers are completed on an ongoing basis throughout the year		
Location Grand Cayman		
Cost	\$994,640	\$909,378
Related Broad Outcome A Centre of Excellence in Education <i>(Group comprises ABS outputs: PLG 26)</i>		

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

LGA 4	Drafting of Legislation	\$781,712
Description Drafting of legislation and regulations for the Government.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of drafting hours	7,000-8,000	6,300
Quality - Work undertaken by qualified and experienced legal drafters - Law revisions accurately reflect amendment laws	100% 100%	100% 100%
Timeliness Laws drafted within the deadlines established by Cabinet	100%	100%
Location Grand Cayman	100%	100%
Cost	\$781,712	\$766,486
Related Broad Outcomes 1.A More Secure Community		
(Group comprises ABS output: PLG 2)		

LGA 5	Policy Advice to the Attorney General	\$1,957,701
Description Provision of Ministerial Services to support the Attorney General including secretarial administrative, law revision and policy advice.		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of hours	7,500-9,000	8,500
Quality • Work undertaken by qualified personnel • Policy advice provided by competent experienced lawyers and other professionals	100% 100%	100% 100%
Timeliness • Correspondence responded to within one week of receipt • Policy advice within the timeframe set by the Attorney General	100% 100%	100% 100%
Location Grand Cayman Cost	\$1,957,701	\$959,043
Related Broad Outcomes 1.A More Secure Community		
<i>(Group comprises ABS output: PLG 20)</i>		

LGA 6	Financial Intelligence Services	\$705,568
Description Provision of financial intelligence services to the Attorney General including: • Receipt of financial intelligence [suspicious activity reports (SARs)] under the Proceeds of Criminal Conduct Law, the Misuse of Drugs Law and anti-terrorism legislation • Handling requests for financial intelligence from overseas counterparts • Appropriately disseminate intelligence to those authorised by law to receive them in a timely manner • Guidance to the industry on money laundering typologies • Statistical reports to the Anti Money Laundering Steering Group (AMLSG) relating to financial intelligence services • Representation of the Cayman Islands in the Egmont Group, CFATF and other international forums		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
• Total number of cases (SARs' and Overseas Requests) received	380-410	392
Breakdown of cases as follows:		
Number of cases analyzed	340-370	219
Number of cases (SARs) received locally	320-330	330
Number of cases (Requests) for financial intelligence from Overseas		
Financial Intelligence Units (FIUs')	60-80	62
Number of requests answered within 30 days	54-72	13
Number of requests answered after 30 days	-	31
Number of financial intelligence disclosures to local authorities	75-90	81
Number of cases voluntarily disclosed to overseas FIUs 'and Law		
Enforcement Agencies	20-35	22
Number of cases (SARs) in progress at year end	34-42	155
Number of cases (Requests) in progress at year end	6-8	18
• Annual Report produced as per the Proceeds of Criminal Conduct Law (PCCL)	1	1
• Number of days spent on representation activities	10-15	13
Quality		
• Case information received , logged into database and kept secure from unauthorized use or disclosure	100%	100%
• Thorough analysis of cases leading to closure by the Director within 90 days (accurate and useful financial intelligence)	90.0%	100%
• Dealings with local authorities and overseas counterparts (including in Egmont Group context) conducted in accordance with the PCCL and operating policies	100%	35.5%
• Annual Report approved by the AMLSG	100%	100%

Timeliness		
• Cases entered into database and acknowledged within four days	90.0%	82.6%
• Cases analysed within 18 days of receipt	90.0%	19.4%
• Cases analysed outside 18 days of receipt	-	48.9%
• Cases reviewed and closed by Director within 90 days of receipt	90.0%	35.5%
• Respond to requests from overseas counterparts within 1 month	90.0%	32.5%
• Turnaround time on financial intelligence to local authorities one week of Director's approval being given	90.0%	47.9%
• Annual Report produced on or before the 30th September as per the Proceeds of Crime Law (PoCL)	100%	100%
Location		
• Grand Cayman	100%	100%
• Various overseas locations	-%	-%
Cost	\$705,568	\$682,829
Related Broad Outcome		
1.A More Secure Community		
<i>(Group comprises ABS output: PLG 21)</i>		

LGA 7	Review and Modernization of Laws	\$425,505
Description The study and review of statutes and other laws comprising the law of the Cayman Islands with a view to its systematic development and reform, including in particular: - the modification of any branch of the law as far as that is practicable - the elimination of anomalies in the law, the repeal of obsolete and unnecessary enactments and the simplification and modernization of the law - the development of new areas in the law with the aim of making them more responsive to the changing needs of Cayman Islands society - the adoption of new or more effective methods for the administration of the law and the dispensation of justice; and - the codification of the unwritten laws of the Cayman Islands		
Measures	2014/15 Budget	2013/14 Forecast
Quantity Number of review hours	3,400-3,700	3,544
Quality Work undertaken by qualified and experienced lawyers	100%	100%
Timeliness Within the deadlines agreed by members of the Commission	100%	100%
Location Grand Cayman	100%	100%
Cost	\$425,505	\$456,872
Related Broad Outcomes 1.A More Secure Community		
(Group comprises ABS output: PLG 24)		

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

OUTPUT SUPPLIER: DIRECTOR OF PUBLIC PROSECUTIONS

DPA 1	Prosecution and International Co-operation	\$2,920,086
Description Provision of prosecution services relating to criminal matters.		
Measures	2014/15 Budget	2012/13 Actual
Quantity - Number of cases for which legal rulings provided - Number of cases prosecuted - Number of request of assistance from Authority	1,200 - 1,400 900 -1,100 20-30	1,200-1,400 900-1,100 40-50
Quality - Availability of qualified Crown Counsel - Percentage of indictments that were drafted correctly and did not required revision - Percentage of indictments that were successfully lodged - Percentage of times that disclosures provided to the defense was satisfactory to the expectations of the end-user	100% 100% 100% 95%	100% 100% 100% 95%
Timeliness - Percentage of rulings within specified time - Percentage of advice given within specified time - Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day - Percentage of prosecution undertaken within a given period or as required - Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing - Percentage of Preliminary Bundles prepared within time specified the court - Percentage of times hearings are accomplished within time set for such hearings	100% 98% 100% 100% 95% 100% 95%	100% 98% 100% 100% 95% 100% 95%
Location Grand Cayman	100%	100%
Cost	\$2,920,086	\$2,723,981
Related Broad Outcome: 3 A More Secure Community		
(Group Comprises ABS output: DPP1 and DPP 2)		

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

OUTPUT SUPPLIER: JUDICIAL ADMINISTRATION

JAD 1	Administrative Support to the Judiciary	\$1,155,289
Description Support to the Judiciary, involving: • Secretarial, correspondence, transcripts, listing and support for cases and appeals to the Chief Justice and the Judiciary • Compiling statistics for Chief Justice and ESO office of the previous year • Order Law Reports and relevant material for the comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public		
Measures	2014/15 Budget	2013/14 Forecast
Quantity • Number of judgments prepared • Number of statistical reports • Number of transcripts for appeals • Number of Law Reports in library	75-150 1 75-100 3,700-4,000	75-150 1 75-100 3,700-4,000
Quality • Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions • Statistical reports are accurate and subject to peer review • Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions • Order Law Reports, catalog material, and track books borrowed from Library	100% 100% 100% 100%	100% 100% 100% 100%
Timeliness • Judgments are prepared in accordance with Judges request • Statistic report available by January 1st annually • Transcripts are prepared within 2-4 weeks of appeals being lodged • Library opens 9am - 4:30pm on Monday-Friday	100% 100% 100% 100%	100% 100% 100% 100%
Location Courts Office, Grand Cayman		
Cost	\$1,155,289	\$995,910
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS output JUD 1)		

JAD 2	Support for Court Proceedings	\$3,645,030
Description Administrative Support for the Conduct of Civil and Criminal proceedings, administration of legal aid, management of Courts and Administration of Drug Rehabilitation Court (DRC).		
Measures	2014/15 Budget	2013/14 Forecast
Quantity		
- Legal Aid Certificates Issued - Legal Aid Taxation Certificates Issued - Court room services provided to five court rooms by: - Marshals - Court room reporters - Number of files prepared - Number of Gazette Notices prepared - Number of Civil appeals prepared - Number of Criminal appeals prepared - Number of Grand Court cases prepared - Number of Court documents served - Number of Maintenance Summonses prepared - Number of Civil cases processed including summary court - Number of Divorce cases processed - Number of Probate and Administration processed - Number of Financial Service Division cases processed - Number of charges prepared - Number of bundles prepared - Number of inquests held - Number of indictments processed - Number of Juvenile Court Cases processed - Number of Youth Court cases processed - Number of Jurors Summoned - Number of DRC applications processed - Number of DRC Provisional Orders made - Number of DRC Prescribed Treatment Programme Orders Made - Number of DRC graduates - Number of U/A's - Number of DRC Team meeting	200-225 500-1,000 500-1,000 9 4 1200-1500 50-100 15-50 25-75 500-1,00 170-200 300-350 220-260 350-500 250-350 80-200 150-250 5,000-8,000 25-50 5-15 75-200 40-100 75-200 400-500 50-100 25-75 15-40 20-30 500-1,000 5-10	210 500-1,000 500-1,000 9 4 1200-1500 50-100 15-50 25-75 500-1,00 170-200 300-350 220-260 350-500 250-350 80-200 150-250 5,000-8,000 25-50 5-15 75-200 40-100 75-200 400-500 50-100 25-75 15-40 20-30 500-1,000 5-10
Quality		
- Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law - Court room personnel to be prepared and in attendance before the start of court each day - Appeal bundles prepared in accordance with the relevant Law - Court documents: to be served and executed in accordance with the rules of the relevant court and convention - Administration of the Maintenance and Affiliation Law (child and spouse support) summonses prepared accurately and in accordance with the relevant laws and procedures - Charges and summonses signed in accordance with the Criminal Procedure Code - Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team	100% 90% 100% 100% 100% 100% 100% 80%	100% 100% 100% 100% 100% 100% 100%

Timeliness - Legal Aid notification certificate issued and sent out with-in 5 working days - Files delivered to courtroom at least ½ hour before court sitting - Files prepared within 2-5 working days based on urgency - Bundles prepared before the relevant court session - Court documents served within 14 days - Summonses for child & spousal support issued within 1week - Charges and Summonses filed within 1-5 working days based on urgency - Applications processed within 14 days	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	80%	100%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac		
Cost	\$3,645,030	\$3,853,523
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS output JUD7, JUD15, JUD 16, JUD1 7)		

JAD 3	Collection of Revenue	\$465,612
Description The collection and receipting of Revenue in JEMS in accordance with Laws and court orders for Court Fines, Traffic Tickets, Court Fees, Notary Public Fees, Bailiff Fees, Legal Practitioners Fees, and Law Firm Operational Licences.		
Measures Quantity Number of Receipts Issued	2014/15 Budget	2013/14 Forecast
	12,000 – 18,000	12,000-18,000
Quality - Amount receipted equates to funds received - Judicial Financial Stamp applied to original receipt - Funds received in JEMS posted to IRIS	100% 100% 100%	100% 100% 95%
Timeliness - Money received deposited to the bank within one working day - Money posted from JEMS to IRIS by the end of the current month	100% 100%	100% 100%
Location Kirk House, Grand Cayman, Government Administration, Cayman Brac	100%	100%
Cost	\$465,612	\$160,169
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS output JUD 2)		

JAD 4	Financial Management of Court Funds	\$250,282
Description Collection (receipting) and distribution (payments) made of funds receipted in JEMS for Family Support, Court Trust, Compensations, Cash Bonds, and Nominated Accounts as prescribed by court order(s).		
Measures	2014/15 Budget	2013/14 Forecast
Quantity - Number of Receipts Issued - Number of Payments Issued - Financial Statement Issued - Number of nominated accounts - Number of General accounts	7,500 – 9,500 8,000 – 10,000 1 75-100 1,000-1,500	7,500 – 9,500 8,000 – 10,000 1 75-100 1,000-1,500
Quality - Amount receipted equates to funds received - Amount paid equated amount receipted - Judicial Financial Stamp applied to original receipt - All monies collected recorded accurately and in accordance with Public Management and Finance Law (2013 Revision) and Direction of the Financial Secretary	100% 100% 100% 100%	100% 90% 100% 100%
Timeliness - Money received deposited to the bank within one working day - Payments made with-in two working days of court order time - Money posted from JEMS to IRIS by the end of the current month - Annual Financial Statement to be prepared in accordance with Finance Regulations, 2004	100% 100% 100% 100%	95% 95% 100% 60%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac		
Cost	\$250,282	\$317,286
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		
(Group comprises ABS output JUD 13)		

OUTPUT SUPPLIER: HEALTH SERVICES AUTHORITY

HEA 8	Autopsy and Coroner Services	\$240,000	
Description			
Autopsies and Coroner services.			
Measures		2014/15 Budget	2013/14 Forecast
Quantity Number of autopsies and coroner services		65-70	65-70
Quality In accordance with standard industry professional practice		100%	100%
Timeliness Throughout the year		100%	100%
Location Grand Cayman		100%	100%
Cost		\$240,000	\$200,000
Related Broad Outcome			
A More Secure Community			
(Group comprises Purchase Agreement output: HSA 22)			

OUTPUT SUPPLIER: VARIOUS LAW FIRMS

NGS 2	Legal Aid Services	\$2,500,000
Description Provision of legal representation for persons eligible under the Legal Aid Law		
Measures	2014/15 Budget	2012/13 Actual
Quantity Attorney Hours	5,000-7,500	5,000-7,500
Quality - Appearance in Court as required - Undertake duties in a professional manner and make appropriate representations in accordance with the relevant Law - Relevant document clear and accurate	100% 100% 100%	100% 100% 100%
Timeliness Throughout the year in accordance with the listing of cases and the Court schedule	100%	100%
Location Kirk House, Grand Cayman and Government Administration Cayman Brac	100%	100%
Cost	\$2,500,000	\$1,665,000
Related Broad Outcome: 12.Equity and Justice in a Society that Values the Contributions of all		

22. OUTPUT GROUPS TO BE PURCHASED BY THE PUBLIC ACCOUNTS COMMITTEE

OUTPUT SUPPLIER: CAYMAN ISLANDS AUDIT OFFICE

ADO 2	Services to the Legislative Assembly and its Committee	\$650,000
Description Audit reports and advice to the Public Accounts Committee (PAC) and other Legislative Committees		
Measures Quantity - Number of reports issued reports to the Legislative Assembly - Number of audits in progress / partial reports at year end Support Services to National Hurricane Committee (NHC) and Hazard Management: - Number of Memos of Understanding (MOU) and Hazard Management Plan updated - Logistics Support System (LSS) training session for distribution of international aid - Relief support services for a disaster provided	2014/15 Budget 6-8 1-3 4 1 0-1	2013/14 Forecast 8 5 4 1 1
Quality - Issued reports reviewed and signed off by Audit Manager and/or Auditor General - Request client's comments on the draft reports and amend the final report if necessary - Report recommendations are agreed to by PAC - MOUs and Hazard Mgmt plan agreed to and signed off by the Auditor General - LSS training evaluation rated as good to very good by the participants - Relief support services provided to the standards required by Hazard Management Cayman Islands	100% 100% 80-100% 100% 80-100% 80-100%	100% 100% N/A 100% N/A% N/A%
Timeliness - Auditor General Reports become public documents within two weeks of submission to the Speaker of the Legislative Assembly - All reports are publically available through website within two days after becoming a public document. - MOUs signed off by mid June and Hazard Management Plan by May 31 - LSS Training session in May - Relief Support services provided within two days of the disaster	100% 100% 100% 100% 80-100%	100% 100% 0% 0% N/A%
Location Cayman Islands and Client premises internationally	100%	100%
Cost	\$650,000	\$641,000
Related Broad Outcome 8. Culture of Good Governance		
(Group comprises ABS outputs: AUD 2 & AUD 8)		

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

OUTPUT SUPPLIER: COMPLAINTS COMMISSIONER

TCC1	Public Interest Investigations	\$667,712	
Description			
Investigations of written complaints includes:			
- Enquiries, advice and guidance to the public that does not result in a formal investigation - Investigate written complaints made regarding injustice caused by improper , unreasonable or inadequate administrative conduct on the part of any Ministry/Portfolio and respective department, unit and section, Government owned company and statutory authority; and - Undertake public interest investigations - Monitor the implementation of the recommendations of the report of the Commissioner and the timescales specified in the report of action to be taken; and - Provide Special Reports to the Legislative Assembly where no adequate action has been made to remedy the injustice or evidence of breach of duty, or criminal offence.			
Measures		2014/15 Budget	2013/14 Forecast
Quantity			
Number of Engueries, Complaints referred to Internal Complaints Processes (ICP's), and ICP's Monitored		200-350	115
Number of written complaints		30-60	37
Number of public interest investigations/reports		1-3	2
Number of recommendations to be monitored		20-50	24
Number of special reports delivered to the Clerk of the Financial Oversight Committee of the Office of the Complaints Commissioner		1-3	1
Quality			
All early resolution complaints to be investigated by suitably qualified and trained staff..		100%	100%
All reports to be signed off by the Complaints Commissioner or Acting Commissioner		100%	100%
All complaints investigated in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)		100%	100%
All monitoring carried out by suitably qualified and trained staff		100%	100%
All reports to be signed off by the Complaints Commissioner or the Acting Commissioner		80-100%	100%
All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)		80-100%	100%

Timeliness • All Enquires to be answered within five working days • Decision to investigate complaint and if accepted, commencement of investigation of complaint within one month • All investigations to be completed within four months of the investigation being commenced • All reports/public interest investigations to be completed within five months of request • Monitoring carried out on an on-going basis until recommendations are substantially implemented, or withdrawn or until they are included in a special report to the legislative assembly • Special Reports submitted to the Clerk of the Legislative Assembly Committee within one month of the Complaints Commissioner determining that no adequate action has been undertaken or evidence found of breach of duty or criminal offence	90-100%	100%
	95-100%	100%
	80-100%	100%
	80-100%	100%
	80-100%	100%
	80-100%	100%
Location Cayman Islands	100%	100%
Cost	\$667,712	\$664,892
Related Broad Outcomes 3.A Culture of Good Governance		
<i>(Group comprises ABS output: OCC 1,2)</i>		

TCC 2	Policy Advice and Public Education Outreach	\$98,988
Description Provision of policy advice on matters within the scope of activities of the Office of the Complaints Commissioner. Public Education Outreach program to establish the presence of the OCC including: - Community events – to educate the public of the role of the OCC to safeguard the community in its dealings with government agencies e.g. Heritage Days, special events. - Public meetings – to foster public administration within government agencies ensuring that the principles and practices of public administration are sensitive and responsive to the interest of the public. Training also to be held in Cayman Brac/Little Cayman; International Ombudsman to provide training to entities. - Media appearances/Newsletters, Update of Small Claims Handbook		
Measures	2014/15 Budget	2013/14 Forecasts
Quantity - Number of meetings attended to provide strategic advice - Number of reports including statistical information - Number of Anti-Corruption Law task force meeting attended - Number of events attended - No. of Public meetings held - No. of media appearances and updates.	1-4 1-4 1–5 10-12 1-5 10-15	3 4 2 11 2 10
Quality - Agenda and Minutes accurately reflect the decisions made and are vetted and amended by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner. - All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports - All reports will be prepared with due professional care and will define issues clearly and succinctly as directed by the Commissioner - Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff - All material presented will be in compliance with the OCC Law - All meetings will be informative and contribute to public discussion on the work of the OCC. - All material to be approved by the Commissioner prior to release.	100% 100% 100% 100% 80-100% 80-100% 80-100%	100% 100% 100% 100% 100% 100% 100%
Timeliness - Attendance at meetings by the Commissioner or delegate within the agreed time frame when meetings are called - Agenda and Minutes are prepared and distributed as per the deadlines set by the Chairman of the Financial Oversight Committee of the Office of the Complaints Commissioner - Reports processed in accordance with the guidelines and within the time frames established by the Chairman of the Oversight Committee and the Commissioner - All events will be held within a specified period. - Meetings to be held quarterly, - Appearances and updates to be done twice a year	95-100% 95-100% 95-100% 80-100% 80-100% 80-100%	100% 100% 100% 100% 100% 100%
Location Cayman Islands	100%	100%

Cost	\$98,988	\$29,741
Related Broad Outcomes		
3.A Culture of Good Governance		
<i>(Group comprises ABS output: OCC 3,5)</i>		

OUTPUT SUPPLIER: INFORMATION COMMISSIONER

FIL 1	Compliance with Freedom of Information Legislation	\$780,511
Description The Information Commissioner's Office (ICO) reports to the Legislative Assembly, with its primary purpose being to serve as an external appellate body under the Freedom of Information Law. The ICO will process, investigate and hear appeals; monitor public authorities to ensure that they are in compliance with the Law and that the public's rights under the law have been upheld, and promote FOI within the Cayman Islands.		
Measures	2014/15 Budget	2012/13 Actual
Quantity - Number of hours available to hear, investigate and decide on appeals - Number of hours available to monitor Public Authorities (as defined by FOI Law), to produce reports to the Legislative Assembly, to conduct investigations of public entities and make recommendations for reform both of a general nature and directed at specific public bodies - Number of hours available to plan promotional activities and to promote public awareness of FOI	2,000-2,500 1,000-1,500 2,000-2,500	2,000-2,500 1,000-1,500 2,000-2,500
Quality - Appeals processed in accordance with internal policies and procedures developed in accordance with the Law. - All public authorities monitored in compliance with the Information Commissioner's requirements, Investigations carried out in accordance with ICO procedures and an annual report produced on the operation of this Law during the year. - Promotional activities approved by the Information Commissioner	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
Timeliness - Appeals processed within timelines established in internal policies and procedures - Reports received and analyzed within three months of the reporting date; Investigations completed in accordance with timelines in ICO policies and procedures; Annual report presented to the Legislative Assembly as soon as practicable after accounts have been ; and Recommendations for Law review reviewed annually. - Public awareness of FOI will be carried out on a monthly basis	90-100% 90-100% 95-100%	90-100% 90-100% 95-100%
Location Cayman Islands		
Cost	\$780,511	\$585,628
Related Broad Outcomes: 9 Restoring Prudent Fiscal Management		
(Group comprises ABS output: ICO 1)		

24. TRANSFER OF PAYMENTS FOR 2014/15

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

Cabinet intends to make \$31.3 million in Transfer of Payments during the 2014/15 financial year in the categories below.

APPROPRIATION REFERENCE NUMBER	TRANSFER PAYMENT NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
TP 12	Tourism Scholarships Payments to Tourism Scholarship recipients Number of persons assisted 2014/15: 35-40 Number of persons assisted 2013/14: 35	615,000	615,000
TP 13	Miss Cayman Scholarship Scholarship prize for Miss Cayman winners Number of persons assisted 2014/15: 1-2 Number of persons assisted 2013/14: 1	20,000	20,000
TP 27	Pre-School Educational Assistance Pre-school education grants for students who qualify for financial assistance Number of persons assisted 2014/15: 150-200 Number of persons assisted 2013/14: 155-175	713,800	713,800
TP 30	Local, and Overseas Scholarships and Bursaries Scholarships and bursaries awarded by the Education Council to support education at local and overseas tertiary institutions Number of persons assisted 2014/15 overseas : 425-475 Number of persons assisted 2013/14 overseas : 454 Number of persons assisted 2014/15 local : 650-750 Number of persons assisted 2013/14 local : 678	10,762,690	10,762,690
TP 41	Poor Relief Payments Permanent and financial assistance payments to the elderly and disabled Number of persons assisted 2014/15: (945-1000) Number of persons assisted 2013/14: (945-1000)	6,260,000	6,260,000
TP 43	Poor Relief Vouchers Short and Medium term financial assistance to indigent persons through the provision of poor relief vouchers Number of persons assisted 2014/15: (1100-1500) Number of persons assisted 2013/14: (1,299)	1,500,000	1,500,000

APPROPRIATION REFERENCE NUMBER	TRANSFER PAYMENT NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
TP 44	Temporary Poor Relief Payments for Young Parents Programme (YPP) Students <i>Temporary financial assistance to Young Parents Programme (YPP) students</i> Number of persons assisted 2014/15: (20-30) Number of persons assisted 2013/14: (25)	30,000	30,000
TP 45	Youth After Care Payments <i>Financial assistance payments for After Care for Youth.</i> Number of persons assisted 2014/15: (6) Number of persons assisted 2013/14: (6)	60,000	60,000
TP 46	Emergency Relief Payments <i>Support assistance for refugees</i>	30,000	30,000
TP 47	Ex-Gratia Benefit Payments to Seamen <i>Benefit payments to recipients of Seamen Ex-Gratia benefits</i> Number of persons assisted 2014/15: (750-800) Number of persons assisted 2013/14: (800-823)	5,099,556	5,429,956
TP 48	Benefit Payments to Ex-Servicemen <i>Payments to recipients of Ex-Servicemen benefit</i> Number of persons assisted 2014/15: (170-180) Number of persons assisted 2013/14: (180-200)	1,128,600	1,221,000
TP 49	Youth Programmes and Other Non-Governmental Organisations <i>Assistance for youth related programmes by Churches and other non-governmental organizations.</i> Number of organizations assisted 2014/15: (Budget) Number of organizations assisted 2013/14: (Forecast)	151,525	215,654
TP 50	Pre-School Assistance <i>Pre-school education grants for students who qualify for financial assistance</i> Number of persons assisted 2014/15: (120-125) Number of persons assisted 2013/14: (120-125)	150,000	150,000
TP 51	Other Educational Assistance <i>Grants awarded to institutions/individuals for projects/programmes to meet student's needs that are not provided for through traditional and/or mainstream educational provision. Also to include support of special projects/educational events.</i>	249,154	233,362
TP 52	Young Nation Builders Scholarships Number of persons assisted 2014/15: 70-80 Number of persons assisted 2013/14: 115	1,432,775	2,000,000
TP 53	Other Youth, Sports and Cultural Programme Assistance • Cayman Islands Softball Association • Cayman Athletic Sports Club • Childhood Obesity Task Force • Other Youth, Sports and Culture Programmes/Events	400,000	425,460
TP 55	Interest on Loans - Public Servants Interest Payment on Civil Service Paloma Loans	1,500	8,400
TP 56	Employment Initiatives <i>Grants awarded to various agencies to support the implementation of employment initiatives.</i>	652,037	541,235

TP 57	Children and Family Services Support • Support towards medical assistance, utilities, clothing, furniture, and other client needs • Foster Care Programme	581,938	581,938
TP 58	Support for Services of the Red Cross Annual grant to the Red Cross to continue to provide vital services to the community	70,000	70,000
TP 60	Housing Assistance Minor housing repairs and other assistance	0	148,458
TP 61	Student Enrichment and Support Services Grants awarded to various institutions to support extended after-school programmes	554,850	554,850
TP 63	Support to Local Business Associations	100,000	65,600
TP 66	Sister Islands Home Repairs Assistance	100,000	375,000
TP 67	Sports and Cultural Tourism Programmes Assistance	439,000	439,000
TP 69	Support for the Bridge Foundation Support assistance for substance abuse rehabilitation	60,000	60,000
TP 70	Athlete Development Programme	119,225	N/A

25. FINANCING EXPENSE FOR 2014/15

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

Listed below is the category of Financing Expense that the Cabinet intends to make during for the 2014/15 financial year.

APPROPRIATION REFERENCE NUMBER	FINANCING EXPENSE NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
FE 3	INTEREST OF PUBLIC DEBT Interest and Fees on Public Debt	28,524,495	30,673,110

26. OTHER EXECUTIVE EXPENSE FOR 2014/15

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

Cabinet intends to make \$32.5million in Other Executive Expenses during the 2014/15 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
OE 1	Personal Emoluments for the Judiciary <i>Salary, personal allowances, health care and pension contributions for Chief Justice, three Judges and three Magistrates</i>	2,198,322	2,067,990
OE 2	Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor <i>Salary, personal allowances and (where relevant) pension contributions for H.E. the Governor, Premier, Deputy Premier, Speaker, Cabinet Ministers, Elected Members of the Legislative Assembly and Deputy Governor</i>	3,251,833	3,251,833
OE 4	Judiciary Expenses <i>Expenditure relating to members of the Judiciary including entertainment expenses, training, travel, recruitment expenses and security services</i>	651,000	501,000
OE 5	Constituency Allowance <i>Constituency allowances for Members of the Legislative Assembly</i>	654,300	641,920
OE 6	Contribution to Caribbean Financial Action Task Force <i>Annual Contributions to CFATF</i>	150,000	30,000
OE 12	University of the West Indies Membership Levy <i>Annual membership payment to the University of the West Indies</i>	160,798	103,312
OE 14	Caribbean Food and Nutrition Institute Subscription <i>Annual subscription to Caribbean Food and Nutrition Institute for information on nutrition based health programmes</i>	2,500	2,500
OE 15	Pan American Health Organisation Subscription <i>Annual subscription to Pan American Health Organisation (PAHO)</i>	18,000	18,000
OE 16	Caribbean Health Research Council Subscription <i>Annual subscription to Caribbean Health Research Council support medical research in the Caribbean.</i>	5,000	5,000
OE 9	Caribbean Economic Community (CARICOM) Fees <i>Annual Contributions to CARICOM</i>	168,000	152,000
OE 11	Subscription to Caribbean Examinations Council <i>Annual subscription to Caribbean Examinations Council for local Registrar</i>	13,455	13,455

OE 17	Caribbean Epidemiology Centre Subscription <i>Annual subscription</i>	15,000	15,000
OE 19	Ex-Gratia Recipients Plan Payments Payment to the Pension Fund for Past Government Employees entitled to payments under the Ex-Gratia Recipients Plan	1,200,000	1,200,000
OE 25	Settlement of Court Order <i>Continuing payment of settlement to a former civil servant as a result of a judgment made by the Privy Council</i>	36,667	110,000
OE 26	Personal emoluments for the Attorney General Salary, Personal Allowances, Pension Contributions and Health Insurance for the Attorney General	180,419	
OE 27	Past Service Pension Liability Payments <i>Payment to the Pension Funds for past service liability of the Government</i>	11,400,000	11,400,000
OE 43	Depreciation of Judicial Executive Assets <i>Depreciation of Executive Assets managed by Judicial Administration (Court House Building)</i>	95,991	92,000
OE 48	Depreciation of the Portfolio Civil Service Executive Assets <i>Depreciation of Executive Assets for which the Deputy Governor is responsible (Legislative Assembly Building)</i>	170,000	180,000
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	500,000	500,000
OE 57	Executive Bank Charges <i>Bank charges</i>	41,000	21,000
OE 65	Court of Appeal Expenses <i>Emoluments, travel and accommodation for a panel of four Court of Appeal Judges</i>	553,538	431,000
OE 66	United Nations Caribbean Environmental Program <i>Regional Trust fund for the Implementation of the Action Plan for the Caribbean Environment Programme</i>	8,000	8,000
OE 71	Commonwealth Parliamentary Association Support for the Commonwealth Parliamentary Association	95,000	95,000
OE 77	Depreciation of Planning, Lands, Agriculture, Housing and Infrastructure Executive Assets	9,693,967	N/A
OE 78	Depreciation of Ministry of Home and Community Affairs Executive Assets-Community Affairs <i>Depreciation of Executive Assets managed by Minister of Community Affairs</i>	27,000	27,000
OE 81	World Anti-Doping Agency Annual Subscription to WADA	6,000	6,000
OE 82	Regional Anti-Doping Organisation Annual Subscription to RADO	4,000	4,000
OE 86	Compensation Settlement of Legal Claims	402,000	519,000
OE 87	Default on Paloma Government Guaranteed Loan Scheme	10,000	70,000
OE 89	Voluntary Separation Programme	0	500,000
OE 91	Depreciation of Ministry of District Administration, Tourism and Transport Executive Assets Depreciation of Executive Assets for the Ministry of District Administration, Tourism and Transport	173,305	86,653

OE 92	Settlement of Government Guarantees Settlement of claims against guarantees issued by the Government and loans made by the Government to third parties	937,100	0
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27. OWNERSHIP ACTIONS FOR 2014/15

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

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

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

EQUITY INVESTMENT

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

Cabinet intends to make the following Equity Investments during the 2014/15 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
EI 1	Cayman Airways Limited <i>Equity injection to cover debt servicing</i>	4,850,000	5,100,000
EI 4	Cayman Islands Development Bank <i>Equity investment to restructure debt</i>	1,500,000	1,500,000
E1 12	Ministry of Education, Employment and Gender Affairs Construction and ancillary costs of new school(s) project; minor capital works; other capital purchases and minor capital works	6,271,000	2,900,000
EI 11	Ministry of Home and Community Affairs- Home Affairs <i>Equity investment for purchase of entity assets</i>	2,328,060	3,018,278
EI 21	Judicial Administration <i>Equity Injection for the purchase of books</i>	50,000	50,000
EI 23	Cayman Islands National Museum <i>Equity Injection towards construction of a purpose built facility</i>	100,000	240,000
EI 29	Health Services Authority <i>Purchases of medical equipment and Building projects</i>	850,000	1,640,000
EI 35	Portfolio of the Civil Service	648,921	0
EI 49	Cayman Turtle Farm (1983) Limited <i>Equity Investment to fund Loan Repayments and operational losses</i>	9,500,000	10,290,000
EI 53	Ministry of Health, Sports, Youth, and Culture <i>Equity Injection to purchase entity assets</i>	4,692,489	7,239,895
EI 54	Ministry of Home and Community Affairs-Community Affairs <i>Equity Investment to purchase entity assets</i>	542,000	115,000
EI 57	National Housing Development Trust	2,438,844	2,992,238
EI 65	Ministry of Health, Sports, Youth, and Culture- (CINICO) <i>Payments of past invoices</i>	1,033,489	1,033,489
EI 67	Ministry of Financial Services, Commerce and Environment <i>Equity investment for purchase of entity assets</i>	1,751,453	333,675
EI 68	Ministry of District Administration, Tourism and Transport <i>Equity Investment for purchase of entity assets</i>	95,000	100,000
EI 69	Port Authority of the Cayman Islands <i>Equity Injection for Cruise Berthing Facility Project</i>	1,000,000	1,000,000

EI 70	Ministry of Finance and Economic Development <i>Equity Investment for purchase of entity assets</i>	1,000,000	743,000
EI 71	Ministry of Planning, Lands, Agriculture, Housing and Infrastructure <i>Equity investment for purchase of entity assets</i>	516,787	840,000
EI 72	Cayman National Cultural Foundation	100,000	

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

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

Cabinet intends to incur expenditures on the following Executive Assets Purchase/Constructions during the 2014/15 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
EA 4	Land Purchase	400,000	982,653
EA 9	Land Purchase: Gazetted Claims	750,000	819,748
EA 30	Cemetery Vaults-Grand Cayman	100,000	75,000
EA 36	Miscellaneous Road Surface Upgrades	5,020,752	1,599,419
EA 37	Farm Roads	50,000	N/A
EA 55	Cayman Brac and Little Cayman Roads <i>Northside Road, Southwest Bluff Road, Light House Road, Hemmington/KPT Road and Northside Road (Little Cayman)</i>	1,200,000	1,050,000
EA 60	<i>Cayman Brac: Bluff Playfield Continue Development and Construction of Changing Room facility</i>	300,000	550,000
EA 78	Government Office Accommodation Project 1	700,000	661,346
EA 95	<i>Cemetery Vaults – Cayman Brac & Little Cayman To construct new vaults at Cayman Brac and Little Cayman cemeteries</i>	20,000	20,000
EA 125	Cayman Brac Emergency Shelter <i>Design work; Site Prep and commence Phase 1</i>	175,000	500,000
EA 137	Cayman Brac Farm Wells	25,000	25,000
EA 139	Little Cayman Boat Launch Ramp	75,000	25,000

SCHEDULE OF CAPITAL WITHDRAWALS FROM STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES

NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
Cayman Islands Monetary Authority	500,000	0
Civil Aviation Authority	1,810,000	4,068,000
Electricity Regulatory Authority	150,000	150,000
Cayman Islands Stock Exchange	155,000	0
Water Authority	100,000	100,000
Children and Youth Services Foundation		300,000
Information and Communication Technology Authority		127,000
Total Repayment of Surplus/Dividends	2,715,000	4,744,849

LOANS MADE

Cabinet intends to make approximately \$0.7 million in Loans Made during the 2014/15 financial year in the categories listed below.

APPROPRIATION REFERENCE NUMBER	NAME AND DESCRIPTION	2014/15 BUDGET \$	2013/14 FORECAST \$
LM 1	Civil Service Mortgage Loans Mortgage Loans for Civil Servants Number of Loans budgeted for 2014/15 (15-20 loans) Number of Loans awarded 2013/14 (15-20 loans)	75,000	35,089
LM 3	Personnel Loans Loans for Civil Servants Number of Loans budgeted for 2014/15 (12-25 loans) Number of Loans awarded 2013/14 (12-25 loans)	80,000	85,000
LM 4	Overseas Medical Advances Loans for Overseas Medical Advances for uninsured patients Number of Loans budgeted for 2014/15 (55-60 loans) Number of Loans awarded 2013/14 (55-60 loans)	250,000	276,000
LM 11	Settlement Loans Temporary loans for new hires relocating from overseas Number of Loans budgeted for 2014/15 (5-10 loans) Number of Loans awarded 2013/14 (5-10 loans)	275,000	275,000

SECTION B-
SCHEDULE OF APPROPRIATIONS
REQUESTED FOR 2014/15

Appropriations to the Premier

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
CBO 1	Development and Coordination of Government Policy	851,446
CBO 2	Cabinet Support and Servicing	696,650
CBO 9	Protocol Services	461,463
CBO 11	Freedom of Information and Data Protection Coordination	128,115
CBO 17	Information Services Provided to Other Government Agencies	1,101,611
CBO 20	Advice and Assistance to the Premier and Administration of the Premier's Office	729,890
CBO 21	Broadcasting of Public Information and On Air Programmes	1,047,644
Other Executive Expenses		
OE 5	Constituency Allowance	654,300

Appropriations to the Minister of Home and Community Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
HCA 1	Policy Advice and Ministerial Services on Home Affairs Matters	2,784,219
HCA 2	Licensing Services	501,021
HCA 3	Enforcement of Immigration Laws	1,641,346
HCA 4	Processing Status and Permanent Residency Applications	128,053
HCA 5	Immigration Entry and Extension Services	3,610,605
HCA 6	Entry Documents and Passports	2,259,669
HCA 7	Incident Response	1,675,208
HCA 8	Security Services	1,270,406
HCA 9	National Disaster Preparedness and Response Services	1,157,416
HCA 10	Police Criminal Justice Services	924,630
HCA 11	Prison Services	9,769,643
HCA 12	Correctional Supervision, Intervention and Support Services	7,255,249
HCA 14	Protection and Investigative Services	32,705,746
HCA 15	Emergency Domestic Fire Services	6,593,891
HCA 17	Aerodrome Fire Services	4,880,356
HCA 20	Technology Support Services	6,569,406
HCA 24	Services Provided by the London Office	676,994
HCA 27	Policy Advice and Support to the Minister of Community Affairs	1,371,179
HCA 28	Administration of Community Assistance Programmes	5,445,316
HCA 29	Public Education on Social Issues	284,323
HCA 30	Counselling and Support Services	4,863,079
HCA 31	Supervision and Support of Children	1,338,018
HCA 32	Community Development Services	503,580
CAY 2	Children and Youth Services (CAYS) Foundation	2,178,000
NDC 1	Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	552,958
NGS 38	Services for Refugees	270,000
NGS 63	School Lunch and Uniform Programmes	476,700
NGS 64	Care of the Indigent, Elderly and Disabled Persons	1,400,000
NGS 65	General Programmes and Children Services	117,180
NGS 66	Foster Care for Children	225,000

Appropriations to the Minister of Home and Community Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
NGS 67	Community Programmes	116,250
NGS 68	Rental Accommodation for Persons in Need	1,600,000
NGS 70	Burial Assistance for Indigents	150,000
NGS 71	Support for Battered Women and Children	300,000
NGS 72	Therapeutic Services for Young Persons	25,000
Transfer Payments		
TP 41	Poor Relief Payments	6,260,000
TP 43	Poor Relief Vouchers	1,500,000
TP 44	Temporary Poor Relief for Young Parents Programme Students	30,000
TP 45	Youth After Care Payments	60,000
TP 46	Emergency Relief Payments	30,000
TP 47	Ex-Gratia Benefit Payments to Seamen	5,099,556
TP 48	Ex-Gratia Benefit Payments to Ex-Servicemen	1,128,600
TP 50	Pre-School Assistance	150,000
TP 57	Children and Family Services Support	581,938
TP 58	Support for Services at the Red Cross	70,000
TP 69	Support for the Bridge Foundation	60,000
Other Executive Expenses		
OE 57	Executive Bank Charges	6,000
OE 78	Depreciation of Ministry of Home and Community Affairs Executive Assets-Community Affairs	27,000
Equity Investments		
EI 11	Ministry of Home and Community Affairs - Home Affairs	2,328,060
EI 54	Ministry of Home and Community Affairs - Community Affairs	542,000

Appropriations to the Minister of District Administration, Tourism and Transport

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
DAT 1	Advice and Support to the Minister of District Administration, Tourism and Transport	1,630,085
DAT 2	Government Services in Cayman Brac and Little Cayman	3,567,688
DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman	4,200,087
DAT 4	Governance and Administrative Services	256,874
DAT 5	Inspection, Testing and Licensing Services	395,118
DAT 6	Public Education Programmes	1,094,926
DAT 7	Tourism Public Relations	1,224,457
DAT 8	Tourism Advertising Activities	7,007,164
DAT 9	Tourism Sales and Promotion	3,867,926
DAT 10	Tourism Marketing	1,706,786
DAT 11	Support for Local Tourism Providers	1,465,745
DAT 12	Collection of Coercive Revenue	442,271
DAT 13	Weather Forecast Services	1,124,588
DAT 14	Public Transport Services	591,672
CAL 1	Strategic Domestic Air Services	2,848,928
CAL 2	Strategic Tourism, Regional and Core Air Services	14,956,872
TAB 1	Management of Pedro St. James National Historic Site	851,940
TAB 2	Management of Queen Elizabeth II Botanic Park	661,845
TAB 3	Annual Pirates Week Festivals and Events	283,212
TAB 4	Management of Cayman Islands Craft Market	125,111
TAB 5	Management of Hell Attraction	30,106
SIH 1	Sister Islands Affordable Housing Programme	71,506
NGS 1	Organize, Administer and Execute the Cayman Islands Fishing Tournament	31,087
NGS 3	Organization of Batabano Festival	20,122
NGS 7	Management of Small Business Development	259,200
NGS 26	Organization of the Miss Cayman Committee Pageant	50,000
NGS 57	Gardening Projects and Landscaping	3,422
Transfer Payments		
TP 12	Tourism Scholarships	615,000
TP 13	Miss Cayman Scholarship	20,000
TP 66	Sister Islands Home Repairs Assistance	100,000
TP 67	Sports and Cultural Tourism Programmes Assistance	439,000
Other Executive Expenses		
OE 91	Depreciation of Ministry of District Administration, Tourism and Transport Executive Assets	173,305

Appropriations to the Minister of District Administration, Tourism and Transport

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Equity Investments		
EI 1	Cayman Airways Limited	4,850,000
EI 49	Cayman Turtle Farm (1983) Limited	9,500,000
EI 68	Ministry of District Administration, Tourism and Transport	95,000
EI 69	Port Authority of the Cayman Islands	1,000,000
Executive Assets		
EA 55	Cayman Brac and Little Cayman Roads	1,200,000
EA 60	Cayman Brac - Bluff Playfield	300,000
EA 95	Cemetery Vaults - Cayman Brac and Little Cayman	20,000
EA 125	Cayman Brac Emergency Shelter	175,000
EA 137	Cayman Brac - Farm Wells	25,000
EA 139	Little Cayman Boat Launch Ramp	75,000

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
PAH 1	Advice and Support to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure	2,094,561
PAH 2	Emergency Response Services	266,269
PAH 3	National Mail Service	1,438,439
PAH 4	Management of Public Recreational Facilities and Cemeteries	1,279,117
PAH 5	Agriculture Regulatory Services	1,615,599
PAH 6	Agriculture Development Services	372,812
PAH 8	Management of Special Projects	828,572
PAH 9	Management of Land Information	2,942,404
PAH 10	Management of Government Properties	12,720,624
PAH 11	Procurement and Maintenance of Government Fleet	4,511,290
PAH 12	Handling of Dangerous Substance	217,304
PAH 13	Provision of Planning Services	72,212
PAH 14	Management of Planning Applications	2,792,822
PAH 15	Administration of Temporary Housing Initiative	56,272
PAH 16	Licensing of Drivers and Vehicles	224,576
PAH 17	Services to Farmers	2,205,671
ERA 12	Support to National Energy Policy Secretariat	15,000
ICT 8	Drafting Instruction for the Development of Legislation	30,532
ICT 9	Management of KY Internet Domain	120,062
ICT 10	Collection and Verification of Licence Fees	100,383
ICT 11	Policy Advice on ICT Matters	43,757
ICT 12	Education of Local Businesses and the General Public on ICT Issues	8,215
ICT 13	Regional and International Representation	42,602
NHT 4	Administration of the Affordable Housing Initiative	145,535
NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	231,035
NHT 6	Administration of the New Affordable Housing Initiative	204,035

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
NGS 24	Spaying and Neutering of Dogs and Cats	18,600
Other Executive Expenses		
OE 77	Depreciation of Planning, Lands, Agriculture, Housing and Infrastructure Executive Assets	9,693,967
Equity Investments		
EI 57	National Housing Development Trust	2,438,844
EI 71	Ministry of Planning, Lands, Agriculture, Housing and Infrastructure	516,787
Executive Assets		
EA 4	Land Purchase	400,000
EA 9	Land Purchase: Gazetted Claims	750,000
EA 36	Miscellaneous Road Surface Upgrades	5,020,752
EA 37	Farm Roads	50,000
EA 78	Government Office Accommodation Project 1	700,000

Appropriations to the Minister of Financial Services, Commerce and Environment

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
FSC 7	An Internationally Competitive Financial Services Industry	2,027,481
FSC 8	A Business Climate Conducive to Local Commerce	512,787
FSC 10	A Robust, Efficient Regime for the Registration of Corporate and Vital Information, and the Licensing of Businesses	2,770,354
FSC 11	Fair Competition in Domestic Commercial activity	353,956
FSC 12	Ministry Strategy, Communications and Operations Support	1,738,673
FSC 13	Environmental Services and Research	2,814,877
AOA 1	Auditors Oversight	315,000
CMA 1	Policy Advice on Maritime Matters	172,425
CMA 2	Technical Advice and Support on Maritime Matters	93,824
CMA 4	State Inspections and Investigation Services	67,896
CMA 5	Long Range Identification and Tracking of Ships	85,000
DVB 1	Administration of Lending for Human Resource Development	127,132
DVB 2	Administration of Lending for Micro and Small Business Development	156,025
DVB 3	Administration of Mortgage Lending	243,160
MOA 6	Regulation of the Cayman Islands Currency	1,400,000
MOA 8	Collection of Fees	300,000
MOA 12	Regulation of the Financial Services Industry	3,310,000
MOA 13	Assistance to Overseas Regulatory Authorities	980,000
MOA 14	Policy Advice and Ministerial Services	875,000
NGS 74	Preservation of Natural Environments and Places of Historic Significance	620,000
Transfer Payments		
TP 63	Support to Local Business Associations	100,000
Other Executive Expenses		
OE 66	United Nations Caribbean Environmental Program	8,000
Equity Investments		
EI 4	Cayman Islands Development Bank	1,500,000
EI 67	Ministry of Financial Services, Commerce and Environment	1,751,453

Appropriations to the Minister of Finance and Economic Development

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
FED 1	Policy Advice and Ministerial Services	1,507,745
FED 2	Governance and Administrative Services	237,464
FED 3	Collection of Coercive Revenue	2,492,288
FED 4	Preparation and Publication of Statistical Reports	1,452,382
FED 5	Financial Reporting and Management Services	3,643,711
FED 6	Processing and Inspection of Aircrafts, Vessels and Cargo	6,157,619
FED 7	Identification and Investigation of Customs Offences	1,394,463
FED 8	Patrolling of Coastal Waters	223,756
FED 9	Administration and Processing of Applications	557,867
FED 11	Monitoring and Reporting on the Economy	198,076
CIN 1	Health Insurance for Seamen and Veterans	8,730,607
Transfer Payments		
TP 55	Interest on Loans - Public Servants	1,500
Other Executive Expenses		
OE 9	Caribbean Economic Community (CARICOM) Fees	168,000
OE 27	Past Service Pension Liability Payments	11,400,000
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	500,000
OE 57	Executive Bank Charges	35,000
OE 86	Compensation	402,000
OE 87	Default on Paloma Government Guaranteed Loan Scheme	10,000
OE 92	Settlement of Government Guarantees	937,100
Equity Investments		
EI 70	Ministry of Finance and Economic Development	1,000,000
Loans Made		
LM 1	Civil Service Mortgage Loans	75,000
LM 3	Personnel Loans	80,000
LM 4	Overseas Medical Advances	250,000
LM 11	Settlement Loans	275,000
Financing Expenses		
FE 3	Interest on Public Debt	28,524,495

Appropriations to the Minister of Education, Employment and Gender Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
EGA 1	Policy Advice, Governance and Ministerial Support Services	4,963,482
EGA 2	Job Placement and Employer Support Activities	1,089,790
EGA 3	Employment Regulatory Activities	1,083,345
EGA 4	Public Library Services	1,659,298
EGA 5	Primary Education Services	20,606,114
EGA 6	Secondary Education Services	23,813,988
EGA 7	Education Services for Students with Special Needs	6,735,845
EGA 8	Facilities Maintenance and Procurement Services	7,269,952
EGA 9	Training and Support for Adults with Disabilities	1,346,880
EGA 10	Education Evaluation and Support Services	4,608,203
CCO 1	Teaching of Tertiary Level Professional and Vocational Programmes	4,073,205
CDB 1	Government Scholarship Funding Programme	48,451
NGS 25	Teaching of Tertiary Education Courses	90,000
NGS 27	Supervision of Pre-School Children	54,000
NGS 34	Primary and Secondary Education by Private Schools	1,530,000
NGS 76	Autism Diagnostics and Sexual Trauma Recovery Programme	28,825
NGS 77	Music Therapy Services	59,661
NGS 79	K9 Security Services	31,500
Transfer Payments		
TP 27	Pre-School Educational Assistance	713,800
TP 30	Local and Overseas Scholarships and Bursaries	10,762,690
TP 51	Other Educational Assistance	249,154
TP 52	Young Nation Builders Scholarships	1,432,775
TP 56	Employment Initiatives	652,037
TP 61	Student Enrichment and Support Services	554,850
Other Executive Expenses		
OE 11	Subscription to Caribbean Examinations Council	13,455
OE 12	University of the West Indies Membership Levy	160,798
Equity Investments		
EI 12	Ministry of Education, Employment and Gender Affairs	6,271,000

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
HES 1	Policy Advice and Ministerial Services	1,997,490
HES 2	Health Regulatory Services	1,024,583
HES 4	Sports Coaching and Training Programmes	3,813,866
HES 5	Youth Education, Mentorship and Community Activities	636,703
HES 7	Collection, Recycling and Disposal of Waste	3,193,711
HES 8	Public Health Services	1,482,258
HES 9	Environmental Health Monitoring Services	465,849
HES 10	Emergency Response Services	140,430
HES 11	Mosquito Control Services	5,652,978
HEA 2	Medical Care for Indigents	10,971,005
HEA 6	Medical Services in Cayman Brac and Little Cayman	3,445,158
HEA 10	Ambulance Services	2,247,293
HEA 11	Services at District Health Clinics	2,242,947
HEA 12	Mental Health Services	2,231,204
HEA 16	Geriatric Services	815,364
HEA 17	Medical Care Beyond Insurance Coverage/Un-Insured	2,020,000
HEA 18	School Health Services	1,430,445
HEA 19	Medical Care For Chronic Ailments	775,608
HEA 20	Public Health Programme	1,580,576
HEA 21	Medical Internship Programme	150,000
MUS 4	Collection and Preservation of Significant Material Evidence	147,744
MUS 5	Museum Facilities, Exhibitions and Displays	541,728
MUS 6	Provision of Policy and General Advice on Museum Matters	131,328
NCF 7	Arts and Culture Preservation, Documentation and Promotion	99,629
NCF 8	National Festivals and Stage Productions	466,011
NCF 9	Training and Support for Artists	63,260
NAG 1	Visual Art Exhibitions and Collection	401,850
TAB 6	Cultural Programmes	8,550
NGS 4	HIV/AIDS and First Aid Public Education Programmes	22,325
NGS 47	Mentoring Cayman Programme	9,025
NGS 53	Palliative Care Nursing	50,825
NGS 54	Social Marketing for Prevention of HIV/AIDS	45,125

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
NGS 55	Tertiary Care at Various Local and Overseas Institutions	11,443,847
NGS 58	Elite Athletes Programme	157,700
NGS 59	Youth Development Programmes	31,825
NGS 60	Sports Programmes	735,300
NGS 61	Other Sports and Cultural Programmes	96,425
Transfer Payments		
TP 49	Youth Programmes and Other Non-Governmental Organizations	151,525
TP 53	Other Youth, Sports and Cultural Programme Assistance	400,000
TP 70	Athlete Development Programme	119,225
Other Executive Expenses		
OE 14	Caribbean Food and Nutrition Institute Subscription	2,500
OE 15	Pan American Health Organisation Subscription	18,000
OE 16	Caribbean Health Research Council Subscription	5,000
OE 17	Caribbean Epidemiology Centre Subscription	15,000
OE 81	World Anti-Doping Agency	6,000
OE 82	Regional Anti-Doping Organization	4,000
Equity Investments		
EI 23	Cayman Islands National Museum	100,000
EI 29	Health Services Authority	850,000
EI 53	Ministry of Health, Sports, Youth and Culture	4,692,489
EI 65	Ministry of Health, Sports, Youth and Culture - (CINICO)	1,033,489
EI 72	Cayman National Cultural Foundation	100,000
Executive Assets		
EA 30	Cemetery Vaults - Grand Cayman	100,000

Appropriations to the Deputy Governor

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
CIV 1	Policy Advice to the Head of the Civil Service	524,472
CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies	921,126
CIV 3	Management of Public Sector Reform	271,153
CIV 7	Civil Service College	499,644
CIV 8	Human Resource Services	743,970
CIV 10	Servicing of the Legislative Assembly and Members of the Legislative Assembly	1,067,474
CIV 11	Servicing and Support for Her Excellency the Governor	770,884
CIV 12	Preservation and Management of Records	1,131,792
CIV 13	Maintenance of the Electoral Register	421,784
CIV 14	Support for Commissions	834,362
CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor	281,199
CIN 2	Health Insurance for Civil Service Pensioners	19,578,771
NGS 20	Employee Assistance Programme	126,000
Other Executive Expenses		
OE 2	Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,251,833
OE 19	Ex-Gratia Recipients Plan Payments	1,200,000
OE 25	Settlement of Court Order	36,667
OE 48	Depreciation of the Portfolio of Civil Service Executive Assets	170,000
OE 71	Commonwealth Parliamentary Association	95,000
Equity Investments		
EI 35	Portfolio of the Civil Service	648,921

Appropriations to the Attorney General

Appropriation Reference Number	Appropriation Name	Appropriation Amount
Output Groups		
LGA 1	Provision of Legal Advice and Representation	1,028,885
LGA 3	Law Teaching and Publications	994,640
LGA 4	Drafting of Legislation	781,712
LGA 5	Policy Advice to the Attorney General	1,957,701
LGA 6	Financial Intelligence Services	705,568
LGA 7	Review and Modernization of Laws	425,505
Other Executive Expenses		
OE 6	Contribution to Caribbean Financial Action Task Force	150,000
OE 26	Personal Emoluments for the Attorney General	180,419

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
DPA 1	Prosecution and International Co-operation	2,920,086

Appropriations to Cabinet on behalf of the Chief Justice

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
JAD 1	Administrative Support to the Judiciary	1,155,289
JAD 2	Support for Court Proceedings	3,645,030
JAD 3	Collection of Revenue	465,612
JAD 4	Financial Management of Court Funds	250,282
HEA 8	Autopsy and Coroner Services	240,000
NGS 2	Legal Aid Services	2,500,000
Other Executive Expenses		
OE 1	Personal Emoluments for the Judiciary	2,198,322
OE 4	Judiciary Expenses	651,000
OE 43	Depreciation of Judicial Executive Assets	95,991
OE 65	Court of Appeal Expenses	553,538
Equity Investments		
EI 21	Judicial Administration	50,000

Appropriations to the Public Accounts Committee

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
ADO 1	Services to the Legislative Assembly and its Committee	650,000

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Appropriation Amount \$
Output Groups		
TCC 1	Public Interest Investigations	667,712
TCC 2	Policy Advice and Public Education Outreach	98,988
FIL 1	Compliance with Freedom of Information Legislation	780,511

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SECTION C- FORECAST FINANCIAL STATEMENTS

All figures are stated in \$000s



CAYMAN ISLANDS GOVERNMENT

STATEMENT OF RESPONSIBILITY FOR THE FORECAST FINANCIAL STATEMENTS FORECAST FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30TH JUNE 2015

The Forecast Financial Statements have been prepared in accordance with the provision of the Public and Financial Law (2013 Revision). The report the forecast financial transaction for the Core Government and the Entire Public Sector reporting entities for the forthcoming year.

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

The forecast financial statements incorporate the fiscal and economic implications of all Government decisions and circumstances as at 15th May 2014.

I accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and its compliance with the Public Management and Finance Law (2013 Revision).

To the best of my knowledge the Forecast Financial Statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 30th of June 2014 and performance for the year ending 30th June 2015;
- c. Include all policy decisions and other circumstances that have, or may have a material effect on the forecast statements; and
- d. Comply with generally accepted accounting practices.

Honourable Marco S. Archer

Minister for Finance & Economic Development

26th May 2014

CORE GOVERNMENT FINANCIAL STATEMENTS

GOVERNMENT OF THE CAYMAN ISLANDS				
SCHEDULE OF ASSETS AND LIABILITIES				
AS AT 30 JUNE 2015				
STATEMENT OF FINANCIAL POSITION	Notes	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
AS AT 30 JUNE 2015		\$000	\$000	\$000
Current Assets				
Cash and cash equivalents	2	256,125	173,602	119,810
Trade receivables	3	29,276	34,706	47,869
Other Receivables	3	10,512	14,213	8,381
Inventories	4	2,468	3,682	3,653
Prepayments	6	6,736	8,960	3,069
Loans	7	276	1,196	1,244
Total Current Assets		305,393	236,359	184,026
Non-Current Assets				
Other receivables	3	0	0	8
Investments	5	2,451	2,451	2,451
Loans	7	2,375	1,182	7,558
Net Worth - Public Entities	10	330,340	304,599	277,897
Property, plant and equipment	8	1,736,659	1,739,589	1,780,169
Intangible Assets	9	4,967	3,501	3,695
Total Non-Current Assets		2,076,792	2,051,322	2,071,778
Total Assets		2,382,185	2,287,681	2,255,804
Current Liabilities				
Trade payables	11	15,188	38,435	24,687
Other payables and accruals	11	41,401	37,531	52,974
Unearned revenue	12	23,267	24,059	22,409
Employee entitlements	13	6,359	6,731	7,146
Current Portion of Borrowings	1	20,017	25,373	26,269
Total Current Liabilities		106,232	132,129	133,485
Non-Current Liabilities				
Other payables and accruals	11	0	0	177
Employee entitlements	13	0	121	109
Unfunded pension liability	14	178,323	178,323	196,257
Long Term portion of Borrowings	1	503,465	523,493	548,958
Total Non-Current Liabilities		681,788	701,937	745,501
Total Liabilities		788,020	834,066	878,986
Net Assets		1,594,165	1,453,615	1,376,818
Reserves	15	131,630	108,303	101,910
Revaluation reserve		753,562	741,042	772,389
Current Year Surplus		128,030	108,144	59,508
Other Accumulated surpluses/(deficits)		580,943	496,126	443,011
Total Net Worth		1,594,165	1,453,615	1,376,818

STATEMENT OF FINANCIAL PERFORMANCE	Notes	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
FOR THE YEAR ENDING 30 JUNE 2015		\$000	\$000	\$000
Revenue				
Coercive Revenue	16	624,886	616,305	561,225
Sales of Goods & Services	18	32,278	35,119	58,340
Investment revenue	19	524	562	867
Donations	20	60	66	409
Other revenue	17	25	52	0
Total Revenue		657,773	652,104	620,841
Expenses				
Personnel costs	21	241,763	234,349	239,262
Supplies and consumables	22	87,761	91,034	86,337
Depreciation	8	26,844	27,091	24,421
Amortisation of intangible assets	9	908	882	877
Finance costs	23	28,525	30,673	33,187
Litigation costs	24	384	508	1,210
Outputs from Statutory Authorities & Government Companies	26	94,069	100,725	111,225
Outputs from Non-Governmental Suppliers	27	22,695	26,695	26,058
Transfer Payments	28	31,284	32,932	32,259
Other (Gains)/losses	25	(1,883)	(923)	2,054
Other Operating expenses	29	4,488	3,721	4,105
Total Expenses		536,838	547,687	560,995
Core Government Net Surplus		120,935	104,417	59,846
(Profit)/Loss on Statutory Authorities & Government Companies	10	(7,095)	(3,727)	338
Entire Public Sector Net Surplus		128,030	108,144	59,508

FOR THE YEAR ENDING 30 JUNE 2015	Notes	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
CASH FLOWS FROM OPERATING ACTIVITIES		\$000	\$000	\$000
<i>Receipts</i>				
Coercive Receipts		629,880	607,553	561,199
Outputs to other government agencies		2,428	2,486	1,965
Sale of goods and services - third party		30,901	29,692	59,083
Interest received		516	564	667
Donations / Grants received		0	77	409
Other receipts		2,279	12,833	315
<i>Payments</i>				
Personnel costs		(242,634)	(229,440)	(239,582)
Supplies and consumables		(88,665)	(103,241)	(88,289)
Outputs from public authorities		(94,717)	(107,733)	(106,936)
Outputs from non-governmental organisations		(23,728)	(24,731)	(25,792)
Transfer payments		(31,282)	(31,413)	(32,259)
Financing/interest payments		(28,849)	(31,006)	(33,433)
Other payments		(3,938)	(6,383)	(2,528)
Net cash flows from operating activities	30	152,191	119,258	94,819
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>Cash received</i>				
Proceeds from sale of property, plant and equipment		0	0	21
Proceeds from sale of Loans/investments		809	738	4,001
Receipt of Dividends/Capital withdrawal from Public Entities		2,715	4,745	1,941
<i>Cash Used</i>				
Purchase of property, plant and equipment		(26,735)	(21,691)	(26,147)
Purchase of Loans/investments		(740)	(340)	(837)
Equity injection paid to public authorities		(20,339)	(24,630)	(22,905)
Net cash flows from investing activities		(44,290)	(41,178)	(43,926)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of Borrowings		(25,378)	(26,288)	(26,304)
Deposits from Public Entities		0	10,000	0
Repayment of Deposits from Public Entities		0	(8,000)	0
Net cash flows from financing activities		(25,378)	(24,288)	(26,304)
Net increase/(decrease) in cash and cash equivalents		82,523	53,792	24,589
Cash and cash equivalents at beginning of period		173,602	119,810	95,221
Cash and cash equivalents at end of period	2	256,125	173,602	119,810

GOVERNMENT OF THE CAYMAN ISLANDS				
STATEMENT OF CHANGES IN NET WORTH				
FOR THE YEAR ENDING 30 JUNE 2015				
	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2013	101,910	772,389	502,519	1,376,818
Restated balance	101,910	772,389	502,519	1,376,818
Changes in net worth for 2013/14				
Gain/(loss) other changes on Revaluation Reserve	0	(31,347)	0	(31,347)
Transfers	6,393	0	(6,393)	0
Net revenue / expenses recognised directly in net worth	6,393	(31,347)	(6,393)	(31,347)
Surplus for the period 2013/14			108,144	108,144
Total recognised revenues and expenses for the period	6,393	(31,347)	101,751	76,797
Balance at 30 June 2014 carried forward	108,303	741,042	604,270	1,453,615
	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2014 brought forward	108,303	741,042	604,270	1,453,615
Restated balance	108,303	741,042	604,270	1,453,615
Changes in net worth for 2014/15				
Gain/(loss) other changes on Revaluation Reserve	0	12,520	0	12,520
Transfers	23,327		(23,327)	0
Net revenue / expenses recognised directly in net worth	23,327	12,520	(23,327)	12,520
Surplus for the period 2014/15			128,030	128,030
Total recognised revenues and expenses for the period	23,327	12,520	104,703	140,550
Balance at 30 June 2015	131,630	753,562	708,973	1,594,165

Note 1 Statement of Borrowings					
Government of the Cayman Islands					
Statement of Borrowings Maturity Profile					
For Year Ended 30 June 2014					
	Core Government Loans	Self Financing loans	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	\$000	\$000	\$000	\$000	\$000
Local Currency Debt					
Not later than one year	19,921	96	20,017	25,373	26,269
Between one and two years	34,788	97	34,885	54,896	25,281
Between two and five years	347,441	297	347,738	396,584	89,497
Later than five years	120,150	692	120,842	72,013	434,180
Total Foreign Currency Debt	522,300	1,182	523,482	548,866	575,227
Total Outstanding Debt	522,300	1,182	523,482	548,866	575,227
Net Public Debt	522,300	1,182	523,482	548,866	575,227

Statement of Borrowings		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Original Borrowing USD	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
Foreign Currency Debt				
Central Government loans				
The Cayman Islands Government Securities Law, 2003	163,200	27,336	36,449	45,560
2003 Bond Issue				
Principal amount is US\$163.2 million. Issue date of the Bond was 8th April 2003 with a final maturity date of 8th April 2018. Interest is payable at a fixed rate of 5.3% per annum over the 15 year life of the Bond. Interest and principal is repaid semi-annually in April and October.				
2009 Notes Issue	312,000	261,300	261,300	261,300
Principal amount is US\$312 million. Issue date of the Bond was 19 November 2009 with a final maturity date of 19 November 2019. Interest is payable semi-annually at a fixed rate of 5.95% per annum over the 10 year life of the Bond. The face amount of notes are payable in full at maturity 19 November 2019.				
FirstCaribbean International Bank (Cayman) Limited	9,600	0	0	800
Loan Law 8 of 2003 - General Financing of CIG Activities				
Loan of US\$9,600,000 repayable over 10 years .				
Repayments of US\$480,000 and interest at Libor + Libor margin to be repaid semi-annually commencing 30th December 2004. converted to a fixed rate loan 30 June 2005 at an interest rate of 5.02% pa.				
FirstCaribbean International Bank (Cayman) Limited	18,000	0	801	1,601
The Loan (No. 2) Bill, 2003				
Construction Works - Prospect Primary & National Archives Building				
Loan Agreement of US\$18,000,000. Initial Drawdown of US\$9,606,300 on 30 June 2004 amortised over 10 years with semi-annual payments of interest + Principal US\$480,315.83 commencing 30th December 2005; converted from a libor rate loan to a fixed rate loan				
FirstCaribbean International Bank (Cayman) Limited	15,600	0	727	1,454
Loan Law 5 of 2004				
Road Works				
Loan of US\$15,600,000 with an initial drawdown of US\$8,722,650.00 on 30th June 2004. US\$8,722,650 amortised over 10 years with semi-annual payments of interest + Principal US\$436,132.50 commencing 30th December 2005: converted to a fixed rate loan on 1 J				
FirstCaribbean International Bank (Cayman) Limited	18,000	0	1,500	3,000
Loan Agreement #10090596 of US\$74,399,940.48 with an initial drawdown of US\$17,999,985.60 on 30th June 2005 US\$17,999,985.60 amortised over 10 years at fixed rate of interest of 4.8475% pa with quarterly payments of Principal US\$449,999.64 + interest				

Statement of Borrowings		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Original Borrowing USD	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
FirstCaribbean International Bank (Cayman) Limited	28,800	8,800	10,400	12,000
Loan Agreement of US\$74,399,940.48 with a second drawdown of US\$28,800,000.00 on 23 November 2005 amortised over 15 years at a fixed interest rate of 5.58% pa with quarterly payments of interest + Principal US\$480,000.00 commencing 28 February 2006				
FirstCaribbean International Bank (Cayman) Limited	12,000	556	1,667	2,778
Loan Agreement of US\$74,399,940.48 with a third drawdown of US\$11,999,999.40 on 14 December 2006 amortised over 15 years at 3 month labor rate + margin with quarterly payments of interest + Principal US\$333,333.00 commencing 14 March 2007. Converted to a fixed rate loan for 5 years from 14 Dec 08 to 14 Dec 13 at an interest rate of 3.2% pa.				
FirstCaribbean International Bank (Cayman) Limited	156,000	0	1,625	3,250
Loan Agreement of US\$74,399,940.48 with a fourth drawdown of US\$15,599,964.48 on 29 June 2007 amortised over 8 years at 3 month labor rate + margin with quarterly payments of interest + Principal US\$487,498.89 commencing 28 September 2007. Converted to a fixed rate loan for 5 years from 29 Dec 08 to 29 Dec 2013 at 2.82% pa.				
FirstCaribbean International Bank (Cayman) Limited	63,000	28,875	32,375	35,875
The final drawdown of US\$62,999,949.60 on Loan Agreement of US\$155,759,875.39 was drawn on 27th June 2008. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US\$1,050,000 plus interest commencing 24 Oct 08. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				
FirstCaribbean International Bank (Cayman) Limited	45,600	20,900	23,433	25,967
A second draw down in the amount of US\$45,599,963.52 on Loan Agreement of US\$155,759,875.39 was drawn on 24 June 2008 at 1 month labor plus 0.50% margin. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US\$760,000 plus interest commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				
FirstCaribbean International Bank (Cayman) Limited	47,160	20,305	22,925	25,545
Facility in the amount of US\$155,759,875.39 (CI\$129.8million @ 0.833334) with an availability period of 12 months. Bridge Loan of CI\$16m drawdown 26 Oct 07, CI\$7.3m drawdown on 23 Nov 07 and a third drawdown of CI\$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs with 1/4ly payts of Principal US\$786,000 plus interest commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa.				
FirstCaribbean International Bank (Cayman) Limited	185,074	154,228	154,228	154,228
15 - Year fixed rate loan of US\$185,074,000 advanced on 19 April 2011 at an interest rate of 5.44% p.a. Semi-annual payments of interest only commencing 19 October 2011 with Principal payments of US\$9,253,700 plus interest to commence 19 October 2016.				
Tourism Attractions Board	5,370	0	152	492
PEDRO ST. JAMES				
Caribbean Development Bank #08/OR-CAY				
PEDRO ST. JAMES HERITAGE PROJECT				
Loan 8/OR-CI US\$5,790,000 repayable over 12 years at variable interest rates commencing in the year 2001. As at 5 March 2001 US\$5,369,720 had been drawdown leaving US\$420,280 which was duly cancelled by Caribbean Development Bank.				
Total Central Government loans		522,300	547,582	573,850

Note 1 Statement of Borrowings					
Statement of Borrowings			Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
		Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
Self Financing loans		\$000	\$000	\$000	\$000
European Investment Bank					
1981 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 330,000 ECUs repayable over 30 years commencing 1st May, 1990 at interest of 1% per annum on outstanding balance.	ECU 330	60	75	90	
European Investment Bank					
1987 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 658,000 ECUs repayable over 30 years commencing 5th November 1997 at interest of 1% per annum on outstanding balance.	ECU 658	310	337	364	
University College of the Cayman Islands					
European Investment Bank					
1989 CAYMAN ISLANDS COMMUNITY COLLEGE Soft Loan of 1,500,000 ECUs repayable over 30 years commencing 15th October, 1999 at interest of 1% per annum on outstanding balance.	ECU 1,490	812	872	923	
Total Self Financing loans			1,182	1,284	1,377
Total Gross Public Debt			523,482	548,866	575,227

Note 2 Cash & Cash equivalents

Description	Foreign Currency	Exchange Rate	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
US \$ Operational Current Account	110,948	0.8375	92,919	7,031	3,587
CI\$ Cash in Hand	612	1.0000	612	585	3,430
CI\$ Other Bank Accounts	40,785	1.0000	40,785	52,246	4,182
Other Short Term Investments	109,081	1.0000	109,081	102,057	96,605
MLAT KYD Bank Account	5,365	1.0000	5,365	5,365	8,951
MLAT USD Bank Account	2,775	0.8375	2,324	2,224	0
CI\$ Payroll Account	5,039	1.0000	5,039	2,994	3,055
ForCayman Investment Alliance	0	1.0000	0	1,100	0
TOTAL			256,125	173,602	119,810

Note 3 Trade & other receivables

Trade Receivables	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Coercive Revenue	10,229	16,431	39,055
Outputs to other government agencies	2,444	1,628	353
Sale of goods and services	31,071	25,232	16,638
Less: provision for doubtful debts	(14,468)	(8,585)	(8,177)
Total trade receivables & other receivables	29,276	34,706	47,869

Other Receivables	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Advances (salary, Official Travel, etc)	4	89	88
Dishonoured cheques	1,017	987	1,052
Dividend receivable	1,375	150	4,068
Interest receivable	80	57	41
Statutory Authorities & Government Companies	370	1,285	0
Other	7,493	13,516	3,132
Loans	5	0	0
Other Non-Current Assets	168	8	8
Less: provision for doubtful debts	0	(1,879)	0
Total other receivables	10,512	14,213	8,389

	Trade Receivables	Other Receivables	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Current					
Past due 1-30 days	25,572	10,443	36,015	41,315	56,258
Past due 31-60 days	363	0	363	848	0
Past due 61-90 days	1,921	3	1,924	85	0
Past due 90 and above	1,420	66	1,486	6,371	0
Non-Current					
Past due 1 year and above	0	0	0	300	0
Total	29,276	10,512	39,788	48,919	56,258

Movements in the provision of Loans, Trade and Other Receivables

Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Balance at 1 July	(26,104)	(22,003)	(21,849)
Additional provisions made during the year	(1,648)	(4,101)	(154)
Total	(27,752)	(26,104)	(22,003)

Note 4: Inventories					
Description	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Inventory held for use in the provision of goods and services	595	0	595	393	3,335
Inventory held for sale	0	0	0	3,289	68
Work in Progress and finished goods	1,873	0	1,873	0	250
TOTAL INVENTORIES	2,468	0	2,468	3,682	3,653
Note 5: Investments in Associates					
Investment	Cost	Particulars	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
SAGICOR	20,000	Shares in lieu of insurance settlement	1,860	1,860	1,860
Other Investments	USD \$6031.74 ea	117 Shares	591	591	591
Total			2,451	2,451	2,451
Note 6: Prepayments					
Description	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Accrued Prepayments	944	0	944	2,616	2,571
Prepaid Insurance	5,780	0	5,780	6,335	498
Other	12	0	12	9	0
Total	6,736	0	6,736	8,960	3,069
Note 7 Loans					
Loan Description	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Overseas Medical loans	0	12,851	12,851	12,906	12,950
Personal loans to staff	133	0	133	146	0
Civil Service Mortgages to staff	0	239	239	300	424
Student loans	270	0	270	275	0
Loans to Statutory Authorities and Government Companies	0	580	580	784	2,942
Loans to farmers	198	0	198	203	0
Home School Association	0	0	0	0	74
Other Loans	0	1,522	1,522	3,226	1,238
Cayman Airways	0	0	0	0	5,000
Settlement Loans	142	0	142	178	0
Provision outstanding loans	(467)	(12,817)	(13,284)	(15,640)	(13,826)
BALANCE AS AT 30 JUNE	276	2,375	2,651	2,378	8,802

Note 8: Property, plant & equipment								
Cost of Property, plant & equipment								
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 1 July 2013	595,152	30,039	305,344	1,713	18,167	13,743	6,203	711,900
Additions	1,325	733	8,498	65	958	1,094	22	378
Disposals and Derecognition	0	0	0	(4)	(9)	(33)	(7)	0
Revaluation	0	378	0	0	0	0	0	(378)
Transfers	0	9,182	83,160	395	(7,514)	11,378	(282)	(88)
Balance as at 30 June 2014	596,477	40,332	397,002	2,169	11,602	26,182	5,936	711,812
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 30 June 2014	596,477	40,332	397,002	2,169	11,602	26,182	5,936	711,812
Additions	1,150	1,532	3,593	0	172	630	415	0
Disposals and Derecognition	0	0	0	0	0	(5)	0	0
Revaluation	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
Balance as at 30 June 2015	597,627	41,864	400,595	2,169	11,774	26,807	6,351	711,812
Accumulated Depreciation and impairment losses								
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 1 July 2013	0	18,626	68,048	852	12,306	11,138	5,495	13,572
Transfers	0	3,958	(3,264)	455	(7,320)	10,188	(733)	3,732
Impairment Reserve 2013/14 (closing balance)	1,344	0	0	0	0	0	0	0
Depreciation Expense 2013/14	0	1,949	11,188	227	1,234	1,038	107	7,941
Eliminate on Disposal or Derecognition 2013/14	0	0	0	(4)	(9)	(12)	(7)	0
Balance as at 30 June 2014	1,344	24,533	75,972	1,530	6,211	22,352	4,862	25,245
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 30 June 2014	1,344	24,533	75,972	1,530	6,211	22,352	4,862	25,245
Transfers	0	0	528	(2)	0	(10)	0	0
Impairment change 2014/15	0	0	0	0	0	0	0	0
Depreciation Expense 2014/15	0	2,314	9,235	132	606	2,330	347	7,926
Eliminate on Disposal or Derecognition 2014/15	0	0	(44)	0	0	(5)	0	0
Balance as at 30 June 2015	1,344	26,847	85,691	1,660	6,817	24,667	5,209	33,171
Net Book value 30 June 2014	595,133	15,799	321,030	639	5,391	3,830	1,074	686,567
Net Book value 30 June 2015	596,283	15,017	314,904	509	4,957	2,140	1,142	678,641

Note 8: Property, plant & equipment								
Cost of Property, plant & equipment continued								
	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 July 2013	6,075	5,816	33,250	6,049	7,404	14,573	187,978	1,943,406
Additions	0	609	1,879	784	0	202	8,246	24,793
Disposals and Derecognition	0	0	0	0	0	0	0	(53)
Revaluation	0	0	0	0	0	0	0	0
Transfers	(5,983)	7,609	(5,100)	(1,197)	(2,542)	(4,840)	(109,393)	(25,215)
Balance as at 30 June 2014	92	14,034	30,029	5,636	4,862	9,935	86,831	1,942,931
	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 30 June 2014	92	14,034	30,029	5,636	4,862	9,935	86,831	1,942,931
Additions	0	0	2,039	23	0	573	14,259	24,386
Disposals and Derecognition	0	0	(7)	0	0	0	0	(12)
Revaluation	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
Balance as at 30 June 2015	92	14,034	32,061	5,659	4,862	10,508	101,090	1,967,305
Accumulated Depreciation and impairment losses								
	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 July 2013	2,539	2,590	29,623	4,606	1,409	5,701	10	176,515
Transfers	(3,291)	3,357	(6,312)	(2,844)	(167)	41	0	(2,200)
Impairment Reserve 2013/14 (closing balance)	0	0	0	0	624	0	0	1,968
Depreciation Expense 2013/14	792	199	836	567	212	811	(10)	27,091
Eliminate on Disposal or Derecognition 2013/14	0	0	0	0	0	0	0	(32)
Balance as at 30 June 2014	40	6,146	24,147	2,329	2,078	6,553	0	203,342
	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 30 June 2014	40	6,146	24,147	2,329	2,078	6,553	0	203,342
Transfers	0	0	0	0	0	0	0	516
Impairment change 2014/15	0	0	0	0	0	0	0	0
Depreciation Expense 2014/15	6	941	1,607	276	380	744	0	26,844
Eliminate on Disposal or Derecognition 2014/15	0	0	(7)	0	0	0	0	(56)
Balance as at 30 June 2015	46	7,087	25,747	2,605	2,458	7,297	0	230,646
Net Book value 30 June 2014	52	7,888	5,882	3,307	2,784	3,382	86,831	1,739,589
Net Book value 30 June 2015	46	6,947	6,314	3,054	2,404	3,211	101,090	1,736,659

[illegible]

Note 10: Net worth of Public Entities					
Description	01-07-2014 Balance	Equity Injection	Profit or (Loss)	Dividends and Capital Withdrawal	30-06-2015 Balance
Auditors Oversight Authority	266	0	(15)	0	251
Cayman Airways Ltd.	(56,006)	4,850	11	0	(51,145)
Cayman Islands Airport Authority	68,518	0	7,932	0	76,450
Cayman Islands Development Bank	5,161	1,500	(11)	0	6,650
Cayman Islands Monetary Authority	24,882	0	1,725	(1,225)	25,382
Cayman National Cultural Foundation	4,343	100	0	0	4,443
Cayman Turtle Farm	7,353	9,500	(7,810)	0	9,043
Children and Youth Services Foundation	964	0	188	0	1,152
Cayman Islands National Insurance Company	12,801	0	(1,345)	0	11,456
Civil Aviation Authority	4,913	0	2,414	(1,810)	5,517
Electricity Regulatory Authority	1,354	0	364	(150)	1,568
Health Services Authority	82,707	850	609	0	84,166
ICT Authority	1,812	0	0	0	1,812
Maritime Authority of the Cayman Islands	2,091	0	281	0	2,372
National Gallery	3,109	0	(150)	0	2,959
National Housing and Development Trust	5,840	2,439	(922)	0	7,357
National Museum	3,299	100	0	0	3,399
National Roads Authority	4,544	0	0	0	4,544
National Drug Council	349	0	0	0	349
Port Authority	41,590	1,000	1,480	0	44,070
Sister Islands Affordable Housing	1,732	0	0	0	1,732
Stock Exchange	1,883	0	206	(155)	1,934
Tourism Attraction Board	13,040	0	(190)	0	12,850
University College of the Cayman Islands	3,035	1,747	0	0	4,782
Water Authority	65,019	0	2,328	(100)	67,247
	0	0	0	0	0
Total	304,599	22,086	7,095	(3,440)	330,340

Note 11: Trade payables, other payables & Accruals						
		Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Creditors	15,188	0	15,188	30,108	24,687
	Payroll Deductions	1,099	0	1,099	1,628	1,202
	Outputs to other government agencies SAGC	0	0	0	8,327	0
	Operating Lease	0	0	0	0	6
	Accrued Expenses	28,284	0	28,284	23,144	29,030
	Accrued Expenses other government agencies	0	0	0	55	1,714
	Loan Interest Payable	3,968	0	3,968	4,383	4,528
	Statutory bodies – self financing loan Interest	2	0	2	0	0
	Deposits from Statutory Authorities and Government Companies	2,017	0	2,017	2,002	0
	Non-current current payables and accruals	0	0	0	0	177
	Other payables	6,031	0	6,031	6,319	16,494
	Total trade payables other payables and accruals	56,589	0	56,589	75,966	77,838

Note 12 : Unearned Revenue					
Details	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Customs deposits	1,582	0	1,582	2,490	990
Revenue deposits	922	0	922	922	1,844
Other unearned revenue	20,763	0	20,763	20,647	19,575
Total unearned reveune	23,267	0	23,267	24,059	22,409

Note 13: Employee entitlements			
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Annual Leave	3,463	3,558	3,518
Retirement and long service leave	2,605	2,876	3,331
Accrued salaries	291	297	297
Total current portion	6,359	6,731	7,146
<i>Non-current employee entitlements are represented by:</i>			
Retirement and long service leave	0	121	109
Total employee entitlements	6,359	6,852	7,255

Note 14: Unfunded Pension Liability			
Actuarial Valuations with an effective date of 1 January 2011 were conducted for three separate Plans; the Public Service Pensions Plan, the Parliamentary Pensions Plan and the Judiciary Pensions Plan.			
Core Government Unfunded Pension Liability \$178.3 million represents the Fund Deficiencies arising mainly as a result of participants having accrued considerable Defined Benefit entitlements prior to establishment of the Fund.			
The actuarial valuation calculated a fund deficiency as at January 1, 2011			
Public Service Pensions Plan Actuarial Valuation			
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Public Service Pensions Plan Actuarial Valuation	(165,860)	(165,860)	(182,499)
Parliamentarian pensions plan actuarial valuation	(12,910)	(12,910)	(14,205)
Judicial Public Service Pensions Plan Actuarial Valuation	447	447	447
Fund deficiency	(178,323)	(178,323)	(196,257)
Additional details on the valuation are:			
Public Service Pensions Plan Actuarial Valuation			
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Value of pension fund allocated asstes	309,870	309,870	340,956
Past service liability	(475,730)	(475,730)	(523,455)
Fund deficiency	(165,860)	(165,860)	(182,499)
Parliamentarian pensions plan actuarial valuation			
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Value of pension fund allocated asstes	3,810	3,810	4,192
Past service liability	(16,720)	(16,720)	(18,397)
Fund deficiency	(12,910)	(12,910)	(14,205)
Judicial Public Service Pensions Plan Actuarial Valuation			
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Value of pension fund allocated asstes	2,846	2,846	2,846
Past service liability	(2,399)	(2,399)	(2,399)
Fund deficiency	447	447	447
The principal assumptions (excluding the estimated retirement age which varied with each Plan) used in the computation of the actuarial estimate of the pension liability for each of the three named Pension Plans are as follows:			
annual salary increases of 4%;			
long term inflation rate of 2.5% per annum;			
valuation interest rate to discount future benefit payments of 7%;			
expected long-term rate of return on the Fund's invested assets of 7%;			
anticipated future pensions payments increases of 3% per annum;			
and			
estimated retirement age of 55 for the Parliamentary Pensions Plan, 57 for the Public Service Pensions Plan, and 65 for the Judiciary Pensions Plan.			

Note 15 Reserves

Reserve	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Housing Guarantee Reserve Fund	2,205	2,356	2,500
Environmental Protection Fund	56,337	51,088	46,364
Infrastructure Development Fund	2,228	2,228	2,228
Retained Earnings held as General Reserves	58,650	45,497	44,504
Student Loan Reserve	1,911	1,806	1,701
National Disaster Fund	4,654	4,242	3,830
SINKING FUND for 2009 Bond Issue (US\$312M)	5,645	1,086	783
Total Reserves	131,630	108,303	101,910
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
ENVIRONMENTAL PROTECTION FUND			
Opening Balance	51,088	46,364	41,602
Interest	209	201	219
Transfer into EPF	5,249	4,724	4,762
Interest transfer to General Revenue	(209)	(201)	(219)
Closing Balance	56,337	51,088	46,364
INFRASTRUCTURE DEVELOPMENT FUND			
Opening Balance	2,228	2,228	2,228
Interest	7	7	6
Interest Transfer to General Revenue	(7)	(7)	(6)
Closing Balance	2,228	2,228	2,228
STUDENT LOAN RESERVE			
Opening Balance	1,806	1,701	1,596
Interest	5	5	5
Transfers from General Revenues	100	100	100
Closing Balance	1,911	1,806	1,701
HOUSING LOAN RESERVE			
Opening Balance	2,356	2,500	1,345
Interest	12	5	6
Transfers from General Revenues	334	0	1,488
Outflow	(497)	(149)	(299)
Closing Balance	2,205	2,356	2,500
NATIONAL DISASTER FUND			
Opening Balance	4,242	3,830	3,420
Interest	12	12	10
Transfers from General Funds	400	400	400
Closing Balance	4,654	4,242	3,830
GENERAL RESERVES			
Opening Balance	45,497	44,504	44,170
Interest Income	253	265	334
Transfer from General Revenue	12,900	728	0
Closing Balance	58,650	45,497	44,504
SINKING FUND for 2009 Bond Issue (US\$312M)			
Opening Balance	1,086	783	478
Interest	4	3	5
Transfer in from General Revenue	4,555	300	300
Closing Balance	5,645	1,086	783
	131,630	108,303	101,910

<u>RESERVE FUND DEPOSIT BALANCES</u>				
Fund	Where Held	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
General Reserves				
	CNB	16,342	16,255	16,153
	BNS	29,042	16,046	15,225
	BOB	13,266	13,196	13,124
Sub Total		58,650	45,497	44,502
Student Loan	BNS	1,911	1,806	1,701
Sub Total		1,911	1,806	1,701
National Disaster Fund	BNS	4,654	4,212	3,830
Sub Total		4,654	4,242	3,830
Housing Guarantee Reserve	BOB	1,719	2,205	902
	BNS	486	151	150
Sub Total		2,205	2,356	1,052
Infrastructure Development		2,228	2,228	2,228
Sub Total		2,228	2,228	2,228
Environmental Protection	BOB	14,393	14,393	10,167
	BNS	19,114	19,114	19,114
	CNB	17,436	13,228	13,227
Sub Total		50,943	46,735	42,508
SINKING FUND for 2009 Bond Issue (US\$312M)	CNB	5,645	1,086	783
Sub Total		5,645	1,086	783
Total Reserve Funds		126,236	103,950	96,604

Note 16: Coercive revenue

Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Affordable Housing Fund	2,670	0	0
Alcoholic Beverages Duty	17,420	17,441	17,149
Annual Permanent Resident Work Permit Fee	10,655	9,001	9,458
Bank Charges Reimbursable	0	2	2
Banks and Trust Licenses	34,332	34,362	33,511
Birth, Deaths & Marriages Registration	92	76	0
Building Permit Fees	2,916	1,397	1,779
Business Premise Fee	0	1	0
Business Staffing Plan Board Fees	42	45	41
Business Visitors Permit	20	0	0
Caymanian Status Fees	63	473	510
Change of Directors	0	7	1
Compounded Penalties	61	33	118
Court Fees	1,320	1,240	1,294
Court Fines	1,292	1,100	1,087
Cruise Ship Departure Charges	9,817	8,957	8,531
CUC - License	2,631	2,240	1,926
Customs Fines	26	21	1
Debit Transaction Fees	2,768	2,471	2,332
Departure Tax	0	0	1,650
Dependant of Caymanian Grant Fee	3	3	2
Environmental Protection Fund Fees	5,744	5,409	5,415
EZG- Special Economic Zone Employment Certificate Grant Fee	100	130	90
Firearms Licenses	0	48	30
Fisheries Licenses	0	0	1
FPW - Final WP Non-renewal (90days) - Grant	0	3	0
Gasoline Diesel Duty	22,186	35,440	34,665
Gender Equality Tribunal Fines	0	3	0
General Search Fees	277	213	0
Grant of Temporary Work Permit - Seasonal Worker	41	40	30
Grant of Temporary Work Permit - Entertainer	2	1	1
Health Insurance Fund Fee	0	0	3,561
Health Practitioners' Board Fee	491	1,106	652
Hotel Licenses	186	175	183
Hurricane Ivan Loans Received	0	9	11
ICTA Licences	8,127	7,344	7,543
Immigration Fines	300	187	242
Immigration Non-Refundable Repatriation Fee	1,176	1,274	1,108
Infrastructure Fund fee	2,099	519	327
Insurance Licenses	9,699	9,073	8,732
Insurance Stamp Duty	1,084	1,174	0
Issue Fee for Specialist Caregiver Certificate	18	36	26
Key Employee Designation	0	529	952
Land Holding Companies Share Transfer Charge	0	1,947	3,848
Land Registry Fees	1,212	1,084	1,050
Law Firm Operational	2,081	2,040	1,940
Legal Practitioner Fee	1,380	1,428	1,349
Liquor Licenses	626	649	651
Local Co. and Corp. Mgmt. Fees	2,997	2,898	2,676
Local Company Control License Grants/Renewals	370	370	377
Local Vessel Licenses	42	0	42
Miscellaneous Immigration Fees	0	0	4
Miscellaneous Income (Executive Only)	242	799	282
Miscellaneous Lands & Survey Fees	0	0	4
Miscellaneous Licenses	0	51	73
MLAT proceeds	0	99	299

Note 16: Coercive revenue

Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Money Services Licence	74	72	71
Money Transfer Fees	2,443	2,395	2,911
Motor Vehicle Charges	11,672	11,342	10,522
Motor Vehicle Drivers Licences	2,761	2,701	2,351
Motor Vehicle Duty	11,154	10,867	11,085
Motor Vehicle Environmental Tax	773	794	693
Mutual Fund Administrators	45,491	46,599	41,893
Notary Public Fees	269	264	224
Not-for-Profit Licence	0	3	20
Other Company Fees - Exempt	88,891	84,023	62,145
Other Company Fees - Foreign	6,070	5,737	3,935
Other Company Fees - Non-Resident	2,664	4,505	4,526
Other Company Fees - Resident	2,331	2,966	1,974
Other Import Duty	88,195	92,168	84,607
Other Stamp Duty	10,060	9,188	6,872
Package Charges	1,108	1,037	996
Partnership Fees	37,099	32,351	23,349
Patents and Trademarks	2,163	1,486	1,171
PCW - Provision for continuation of work permit - Grant	500	834	0
Planning Fees	1,012	816	851
Procedural Fines	152	153	117
Proceeds of Liquidated Entities	12,900	0	0
Proceeds of Crime Law (PoCL)	50	15	53
PTW - Provision for Temporary Continuation of Work - Grant	0	18	0
Public Records	97	70	0
Public Transport - Drivers Licenses	47	15	1
Public Transport - Operator Licenses	80	25	0
Radio Licenses	49	0	0
Registration Fees for Private Schools	0	2	0
Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	4	4	4
Residency & Employment Rights Certificate by Dependent of a P.R	203	144	132
Residency & Employment Rights Certificate Issue Fee	2,629	1,581	1,091
Residency and Employment Rights Certificate by Spouse of a Caymanian	138	159	136
Residency Certificate for Persons of Independent Means Grant Fee	240	386	231
RFI - Permanent Residence - Persons of Independent Means	0	101	0
Roads Development Fund Fee	0	0	0
Royalties and Dredging	0	57	181
Security Investments	13,281	13,246	11,822
Ship Registration Fees	0	103	69
Spear Gun Licenses	0	5	5
Special Marriage Licenses	83	66	76
Stamp Duty - Land Transfers	28,222	27,669	35,422
Stamp Duty - Online Meter	200	689	184
Tax and Trust Undertakings	9,035	9,839	8,940
Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	4	2	1
Timeshare Ownership	699	693	708
Tobacco Dealer Registration fees	82	101	103
Tobacco Products Duty	7,310	7,248	6,729
Tourist Accommodation Charges	18,500	19,489	14,105
Traders Licenses	6,130	6,130	6,353
Trust Registration Fees	965	960	659
W.I.Z. - Boat Licensing	13	27	13
WGG-Term Limit Exemption Permit Amendment Fee	0	2	0
Work Permits Fees	60,386	61,899	53,259
Working Under Operation of Law Fees	2,024	2,026	1,804
WTG-Term Limit Exemption Permit Grant Fee	8	175	2,293
WTR-Term Limit Exemption Permit Renewal Fee	17	110	982
Total Revenue	624,886	616,305	561,225

Fees and Charges	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Agricultural Department Fees	299	294	312
Annual Work Permit Application Fees (Entity)	1,074	1,129	996
Application Fee for Specialist Caregiver Certificate	0	2	4
Audit Fees - Statutory	818	0	0
Authentication and Apostille of Documents Fees	1,827	1,808	1,753
Bailiff Fees	1	2	6
Business Staffing Plan Application Fees (Entity)	11	13	13
Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	56	79	49
Caymanian Status Application Fees (Entity)	158	183	170
Customised Motor Vehicle Licence Plate Fees	24	23	22
Customs Special Attendance Fees	615	654	692
Dependant of a Caymanian Admin Fee	2	1	3
Disinsection Fees	12	9	13
Drivers Examination Fees	177	178	159
Duplicate Vehicle Log Books	42	41	41
Electrical Inspection Fees	25	25	25
Electrical Licence Fees	20	49	55
Elevator Inspection Fees	50	56	42
Environmental Service Fees	25	32	15
Examination Fees	1,253	1,862	1,356
External Training	25	25	16
Freedom of Information Fees	0	5	13
Funds Received From Department of Tourism (DOT) Events	10	6	0
Garbage Fees	2,630	2,509	2,829
Heavy Equipment Application Fees	4	5	3
Land Survey Fees	100	107	355
Law School Fees	700	755	783
Local Companies Administration Fees	6	6	5
Locations Permit	0	1	8
Mail Terminal Credits	480	505	520
Maintenance of Buildings (Labour)	10	8	0
Media Product Licence	0	0	2
Motor Vehicle Inspection Fees	1,303	1,314	1,227
Motor Vehicle Licence Plate Fees	327	335	311
Naturalisation and Registration Fees	460	498	475
Other Company Fees - Exempt (Entity)	119	139	18,934
Other Company Fees - Foreign (Entity)	0	0	1,146
Other Company Fees - Non-Resident (Entity)	0	0	163
Other Company Fees - Resident (Entity)	0	0	377
Other Fees	61	1,218	0
Other Immigration Fees	1,279	1,243	1,131
Other Labour Charges - PWD (Cayman Brac)	14	4	14
Partnership Fees (Entity)	0	0	4,754
Passport Fees	576	602	571
Patents and Trademarks	0	0	177
Pension Plan Registration Fees	1,023	998	953
Permanent Residence Application Fees (Entity)	0	1	0
Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	90	84	88
Planning Appeal Fees	1	0	0

Note 16: Other revenue				
	Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Save the Mortgage Loan Repayment	25	52	0
	Other revenue	917	3,744	0
		942	3,796	0
Note 17 Sale of Goods & Services				
	Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Fees and charges	100,788	77,013	63,627
	General sales	97,326	103,610	123,894
	Rentals	5,092	3,965	4,800
	Other	40,525	43,910	41,358
	Total Revenue	243,731	228,498	233,679
	Fees and Charges	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Agricultural Department Fees	299	294	312
	Annual Work Permit Application Fees (Entity)	1,074	1,129	996
	Application Fee for Specialist Caregiver Certificate	0	2	4
	Audit Fees - Statutory	818	0	0
	Authentication and Apostille of Documents Fees	1,827	1,808	1,753
	Bailiff Fees	1	2	6
	Business Staffing Plan Application Fees (Entity)	11	13	13
	Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	56	79	49
	Caymanian Status Application Fees (Entity)	158	183	170
	Customised Motor Vehicle Licence Plate Fees	24	23	22
	Customs Special Attendance Fees	615	654	427
	Dependant of a Caymanian Admin Fee	2	1	3
	Disinsection Fees	12	9	13
	Drivers Examination Fees	177	178	159
	Duplicate Vehicle Log Books	42	41	41
	Electrical Inspection Fees	25	25	25
	Electrical Licence Fees	20	49	55
	Elevator Inspection Fees	50	56	42
	Environmental Service Fees	25	32	15
	Examination Fees	1,253	1,862	1,356
	External Training	25	25	14
	Freedom of Information Fees	0	5	13
	Funds Received From Department of Tourism (DOT) Events	10	6	0
	Garbage Fees	2,630	2,509	2,798
	Heavy Equipment Application Fees	4	5	3
	Land Survey Fees	100	107	144
	Law School Fees	700	755	783
	Local Companies Administration Fees	6	6	5
	Locations Permit	0	1	8
	Mail Terminal Credits	480	505	520
	Maintenance of Buildings (Labour)	10	8	0
	Media Product Licence	0	0	2
	Miscellaneous Fees	0	0	457
	Motor Vehicle Inspection Fees	1,303	1,314	1,227
	Motor Vehicle Licence Plate Fees	327	335	311
	Naturalisation and Registration Fees	460	498	475
	Other Company Fees - Exempt (Entity)	119	139	18,934
	Other Company Fees - Foreign (Entity)	0	0	1,146
	Other Company Fees - Non-Resident (Entity)	0	0	163
	Other Company Fees - Resident (Entity)	0	0	377
	Other Fees	61	1,218	4,925
	Other Immigration Fees	1,279	1,243	1,131
	Other Labour Charges - PWD (Cayman Brac)	14	4	14
	Partnership Fees (Entity)	0	0	4,754
	Passport Fees	576	602	571
	Patents and Trademarks	0	0	177
	Pension Plan Registration Fees	1,023	998	953
	Permanent Residence Application Fees (Entity)	0	1	0
	Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	90	84	88

Fees and Charges	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Private Sector Computing Fees	956	835	741
Professional Legal Fees	0	1	13
Public Library Fees	17	21	16
Public Record Fees	0	0	85
Recycling Fees	15	268	39
Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	2	1
Residency & Employment Rights Certificate Admin Fee	273	440	80
Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	45	33	24
Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	103	126	114
Residency Certificate for Persons of Independent Means Admin Fee	6	9	10
School Fees	258	425	460
Special Marriage License Application Fee	28	25	25
Temporary Residency and Employment Rights Certificate to Spouse of Caymanian Admin Fee	0	2	2
Temporary Work Permit Application Fees (Entity)	830	846	807
Term Limit Exemption Permit Administrative Fee	0	24	86
Tourist Reservation Fees	0	13	13
Tower Licence Fees	230	195	280
Trade and Business Administration Fees	345	375	366
Transcript Fees	5	8	7
Trust Registration Fees (Entity)	0	0	295
TWP Entertainer Application Fee	1	0	0
Valuation Services	0	0	(2)
Variation/Amendment Fee for BSP	22	29	24
Vault Sales (Cemetery Fees)	183	147	115
Vehicle And Equip. Maintenance Fees	35	0	0
Vehicle Bank Liens	48	52	44
Vehicle Change of Ownership	184	187	182
Vehicle Disposal Fees	720	756	807
Warehousing	729	915	910
WEA-Term Limit Exemption Permit Renewal Administrative Fee	0	18	66
Web Receipts	265	387	377
Work Under Operation of Law Fees	252	123	129
Sale of Custom Forms	3	9	5
WGA-Term Limit Exemption Permit Amendment Administrative Fee	0	3	0
Special Econ. Zone - Trade Certificate Fee	15	18	9
APA - Appeal to Board against decision made by an Immigration Officer Application Fee	0	11	9
BVX - Business Visitors Permit - Express Determination Fee	19	30	20
REA - Extension to reside as a Dependent of a Caymanian Application Fee	0	1	0
RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	3	2	1
RFA - Permanent Residence - Persons of Independent Means - Application Fee	0	1	1
RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	3	0	2
VWA - Visitor's Work Visa Application Fee	80	154	19
Online Planning System Fees	240	75	0
Planning Inspection Call-Out Fee	8	13	0
FPA - Final WP Non-renewal (90days) - Admin	12	1	0
PCA - Provision for Continuation of WP - Amendment - Admin	2	0	0
PCG - Provision for Continuation of WP - Amend	0	1	0
PWA - Provision for continuation of work permit - Admin	35	48	0
PTA - Provision for Temporary Continuation of Work - Admin	0	3	0
Total Fees & Charges	21,678	23,440	46,763

	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
General Sales			
Canteen Sales	120	0	0
CSD P&C Sales	3	0	0
Express Fee - Work Permits	1,000	1,157	982
Funds Received from RCY Events	0	4	3
General Search Fees	0	0	197
Inventory Spare Parts	55	0	0
Key Employee Designation Application Fee	3	38	166
Maintenance of Buildings (Materials)	179	0	0
Miscellaneous Sales	6	21	23
Other Postal Business	62	76	112
Philatelic Sales	24	21	38
Police Clearances	852	787	710
Postal Stamps	1,670	1,710	1,747
Prison Craft Sales	10	8	10
Prison Sales	4	4	4
Refund Processing Fees	4	6	4
Registration & Attendance Fee for Workshops	0	0	2
Restoration of Seized Goods	3	0	0
Sale Of Advertising Space	500	385	484
Sale of Agric. Supplies/Produce	1,675	1,476	1,589
Sale of Custom Forms	15	18	22
Sale Of Gazettes And Subscriptions	700	765	701
Sale Of Laws	24	30	28
Sale of Planning Documents	3	5	6
Temporary Work Permit - Seasonal Worker	3	3	4
General Sales - SAGC	0		
Total General Sales	6,915	6,514	6,832
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Rentals			
Equipment Rental - PWD (Cayman Brac)	6	8	7
Postal Box Rental Fees	1,014	980	962
Rental - School Canteens	115	185	291
Rental - Temporary Housing	0	0	4
Rentals - Craft Market	60	75	60
Rentals - Government Housing	27	21	23
Rentals - Other (Formely Tower Building)	0	0	4
Rentals - Other Properties	69	77	96
Rentals - Town Halls	15	11	12
Rentals - SAGC	0		
Total Rentals	1,306	1,357	1,459

	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Other Goods & Services Revenue			
Goods & Services Revenue			
Births, Deaths & Marriages	0	0	96
GIS Applications	240	97	0
GPS Licenses Refund	18	21	19
Mapping Services	105	117	82
Miscellaneous Licensing Receipts	107	102	78
Miscellaneous Receipts	132	659	396
Other Goods & Services - SAGC	0		
Total Other Goods & Services Revenue	602	996	671
Other Interdepartmental Revenue			
Revenue from Public Authorities	1,777	2,812	2,615
Total Other Interdepartmental Revenue	1,777	2,812	2,615
Total Goods and Services	32,278	35,119	58,340
Note 19: Investment revenue			
Revenue type	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Interest on cash balances	502	543	644
Interest on Loans	22	19	23
Other	0	0	200
Total Investment revenue	524	562	867
Note 20: Donations			
Source	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Other	0	0	409
"ForCayman Investment Alliance" Agreement	60	66	0
Total Donations	60	66	409
Note 21: Personnel costs			
Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Salaries, wages and allowances	183,134	177,365	178,212
Health care CINICO	36,373	33,733	32,557
Pension	21,313	20,389	26,982
Leave	92	98	414
Other personnel related costs	851	2,764	1,097
Total Personnel Costs	241,763	234,349	239,262
Note 22: Supplies and consumables			
Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Supplies and Materials	14,125	16,001	13,760
Purchase of services	40,336	40,953	37,121
Lease of Property and Equipment	5,541	6,167	7,287
Utilities	14,414	14,428	13,956
General Insurance	7,311	7,783	7,428
Travel and Subsistence	1,858	1,604	1,868
Recruitment and Training	1,996	1,605	1,087
Other	2,180	2,493	3,830
Total Supplies & consumables	87,761	91,034	86,337

Note 23: Finance costs

		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Interest on borrowings	28,501	30,378	32,180
	Other borrowing costs	18	128	256
	Overdraft Expenses	0	167	751
	Interest on Deposits from Statutory Authorities and Government Companies	6	0	0
	Total Finance cost	28,525	30,673	33,187

Note 24: Litigation cost

	Litigation Costs	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Legal Fees	384	508	1,210
	Total Litigation cost	384	508	1,210

Note 25: (Gains) / losses

	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Net (gain) / loss on disposal of property, plant and equipment	0	953	1,070
Net (gain) / loss on derecognition and/or revaluation of assets	0	0	2,909
Net (gain) / loss on foreign exchange transactions	(1,883)	(1,876)	(1,925)
Total (gains)/ losses	(1,883)	(923)	2,054

Note 26: Output from Statutory Authorities and Government Companies				
	Output Group	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Appropriation - SAGC Outputs			
	AOA 1 - Auditors Oversight	315	315	340
	CAL 1 - Strategic Domestic Air Services	2,849	2,849	2,949
	CAL 2 - Strategic Tourism, Regional and Core Air Services	14,957	14,957	15,220
	CAY 2 - Children and Youth Services (CAYS) Foundation	2,178	2,178	2,178
	CCO 1 - Teaching of Tertiary Level Professional and Vocational Programmes	4,073	3,906	3,906
	CDB 1 - Government Scholarship Funding Programme	48	48	0
	CIN 1 - Health Insurance for Seamen and Veterans	8,731	8,754	8,754
	CIN 2 - Health Insurance for Civil Service Pensioners	19,579	18,285	18,285
	CMA 1 - Policy Advice on Maritime Matters	172	0	49
	CMA 2 - Technical Advice and Support on Maritime Matters	94	0	19
	CMA 3-Registration of Marine Vessels, Advice and Assistance	0	224	45
	CMA 4 - State Inspections and Investigation Services	68	0	20
	CMA 5 - Long Range Identification and Tracking of Ships	85	85	0
	DVB 1 - Administration of Lending for Human Resource Development	127	127	168
	DVB 2 - Administration of Lending for Micro and Small Business Development	156	156	156
	DVB 3 - Administration of Mortgage Lending	243	243	243
	ERA 6 - New Licence & Existing Licence Negotiations	0	32	32
	ERA 9 - Management of the Solicitation Process for New Generation	0	67	69
	ERA 11 - Advice on the Establishment of an Energy Policy for the Cayman Islands	0	21	19
	ERA 12 - Support to National Energy Policy Secretariat	15	0	0
	HEA 2 - Medical Care for Indigents	10,971	11,711	14,224
	HEA 6 - Medical Services in Cayman Brac and Little Cayman	3,445	3,365	3,365
	HEA 8 - Autopsy and Coroner Services	240	240	232
	HEA 10 - Ambulance Services	2,247	2,230	2,519
	HEA 11 - Services at District Health Clinics	2,243	2,513	2,513
	HEA 12 - Mental Health Services	2,231	2,059	2,059
	HEA 16 - Geriatric Services	815	815	815
	HEA 17 - Medical Care Beyond Insurance Coverage/Un-Insured	2,020	1,760	1,453
	HEA 18 - School Health Services	1,430	1,914	1,914
	HEA 19 - Medical Care For Chronic Ailments	776	1,026	1,026
	HEA 20 - Public Health Programme	1,581	1,107	1,107
	HEA 21 - Medical Internship Programme	150	362	0

Note 26: Output from Statutory Authorities and Government Companies			
Output Group	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Appropriation - SAGC Outputs			
ICT 8 - Drafting Instruction for the Development of Legislation	31	31	31
ICT 9 - Management of KY Internet Domain	120	120	119
ICT 10 - Collection and Verification of Licence Fees	100	100	99
ICT 11 - Policy Advice on ICT Matters	44	44	43
ICT 12 - Education of Local Businesses and the General Public on ICT Issues	8	8	8
ICT 13 - Regional and International Representation	43	43	40
MOA 6 - Regulation of the Cayman Islands Currency	1,400	1,400	1,400
MOA 8 - Collection of Fees	300	300	300
MOA 12 - Regulation of the Financial Services Industry	3,310	6,310	11,310
MOA 13 - Assistance to Overseas Regulatory Authorities	980	980	980
MOA 14 - Policy Advice and Ministerial Services	875	875	875
MUS 4 - Collection and Preservation of Significant Material Evidence	148	160	106
MUS 5 - Museum Facilities, Exhibitions and Displays	542	586	414
MUS 6 - Provision of Policy and General Advice on Museum Matters	131	142	101
NAG 1 - Visual Art Exhibitions and Collection	402	434	410
NCF 7 - Arts and Culture Preservation, Documentation and	100	116	116
NCF 8 - National Festivals and Stage Productions	466	475	380
NCF 9 - Training and Support for Artists	63	88	72
NDC 1 - Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	553	553	0
NDC 4 - Policy, Prevention, Research, Monitoring and Evaluation	0	0	553
NHT 4 - Administration of the Affordable Housing Initiative	146	210	210
NHT 5 - Administration of the Government Guaranteed Home Assisted Mortgage	231	231	231
NHT 6 - Administration of the New Affordable Housing Initiative	204	204	204
NRA 5 - Planning and Development of New Public Roads	0	400	100
NRA 6 - Grand Cayman District Roads Programme	0	500	1,271
NRA 7 - Policy Advice	0	10	10
NRA 8 - Storm Water Management and Mitigation of Tidal	0	100	100
NRA 9 - Routine Maintenance of Public Roads	0	1,270	4,346
NRA 10 - Government Street Lighting Programme	0	1,500	1,481
NRA 11 - Pavement Management and other Roads Asset Management Programs	0	70	70
SIH 1 - Sister Islands Affordable Housing Programme	72	74	81
TAB 1 - Management of Pedro St. James National Historic Site	852	887	755
TAB 2 - Management of Queen Elizabeth II Botanic Park	662	689	854
TAB 3 - Annual Pirates Week Festivals and Events	283	295	301
TAB 4 - Management of Cayman Islands Craft Market	125	130	133
TAB 5 - Management of Hell Attraction	30	31	32
TAB 6 - Cultural Programmes	9	10	10
	94,069	100,725	111,225

Note 27: Output from Non-government Suppliers			
<i>Output Group</i>	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Appropriation - NGS Outputs			
NGS 1 - Organize, Administer and Execute the Cayman Islands Fishing Tournament	31	32	33
NGS 2 - Legal Aid Services	2,500	2,500	2,371
NGS 3 - Organization of Batabano Festival	20	21	21
NGS 4 - HIV/AIDS and First Aid Public Education Programmes	22	25	25
NGS 6 - Anti-Substance Abuse Programmes	0	0	21
NGS 7 - Management of Small Business Development	259	270	277
NGS 20 - Employee Assistance Programme	126	126	126
NGS 24 - Spaying and Neutering of Dogs and Cats	19	19	14
NGS 25 - Teaching of Tertiary Education Courses	90	90	90
NGS 26 - Organization of the Miss Cayman Committee Pageant	50	0	0
NGS 27 - Supervision of Pre-School Children	54	54	54
NGS 34 - Primary and Secondary Education by Private Schools	1,530	1,530	1,529
NGS 38 - Services for Refugees	270	465	450
NGS 47 - Mentoring Cayman Programme	9	10	10
NGS 53 - Palliative Care Nursing	51	56	56
NGS 54 - Social Marketing for Prevention of HIV/AIDS	45	50	50
NGS 55 - Tertiary Care at Various Local and Overseas Institutions	11,444	15,333	15,334
NGS 57 - Gardening Projects and Landscaping	3	4	4
NGS 58 - Elite Athletes Programme	158	193	241
NGS 59 - Youth Development Programmes	32	67	36
NGS 60 - Sports Programmes	735	712	709
NGS 61 - Other Sports and Cultural Programmes	96	56	56
NGS 63 - School Lunch and Uniform Programmes	477	477	477
NGS 64 - Care of the Indigent, Elderly and Disabled Persons	1,400	1,400	1,279
NGS 65 - General Programmes and Children Services	117	117	117
NGS 66 - Foster Care for Children	225	225	225
NGS 67 - Community Programmes	116	116	116
NGS 68 - Rental Accommodation for Persons in Need	1,600	1,600	1,570
NGS 70 - Burial Assistance for Indigents	150	150	133
NGS 71 - Support for Battered Women and Children	300	300	300
NGS 72 - Therapeutic Services for Young Persons	25	25	2
NGS 74 - Preservation of Natural Environments and Places of Historic Significance	620	470	214
NGS 76 - Autism Diagnostics and Sexual Trauma Recovery	29	45	43
NGS 77 - Music Therapy Services	60	60	60
NGS 79 - K9 Security Services	32	32	16
NGS 80 - Elite Athletes Transfer Program	0	23	0
NGS 81 - Young Nation Building Fund - Transition Funding	0	42	0
Total	22,695	26,695	26,058

Note 28: Transfer Payments			
<i>Output Group</i>	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Appropriation - Transfer Payments			
TP 12 - Tourism Scholarships	615	615	597
TP 13 - Miss Cayman Scholarship	20	20	2
TP 27 - Pre-School Educational Assistance	714	714	703
TP 30 - Local and Overseas Scholarships and Bursaries	10,763	10,763	9,243
TP 41 - Poor Relief Payments	6,260	6,260	6,049
TP 43 - Poor Relief Vouchers	1,500	1,500	1,468
TP 44 - Temporary Poor Relief for Young Parents Programme	30	30	18
TP 45 - Youth After Care Payments	60	60	22
TP 46 - Emergency Relief Payments	30	20	17
TP 47 - Ex-Gratia Benefit Payments to Seamen	5,100	5,430	5,401
TP 48 - Ex-Gratia Benefit Payments to Ex-Servicemen	1,129	1,221	1,246
TP 49 - Youth Programmes and Other Non-Governmental	152	216	179
TP 50 - Pre-School Assistance	150	150	122
TP 51 - Other Educational Assistance	249	233	233
TP 52 - Young Nation Builders Scholarships	1,433	2,250	3,656
TP 53 - Other Youth, Sports and Cultural Programme Assistance	400	425	628
TP 55 - Interest on Loans - Public Servants	2	8	16
TP 56 - Employment Initiatives	652	563	440
TP 57 - Children and Family Services Support	582	582	579
TP 58 - Support for Services at the Red Cross	70	70	59
TP 60 - Housing Assistance	0	148	705
TP 61 - Student Enrichment and Support Services	555	555	553
TP 63 - Support to Local Business Associations	100	65	0
TP 64 Law Enforcement Equipment and Services	0	160	323
TP 66 - Sister Islands Home Repairs Assistance	100	375	0
TP 67 - Sports and Cultural Tourism Programmes Assistance	439	439	0
TP 69 - Support for the Bridge Foundation	60	60	0
TP 70 - Athlete Development Programme	119	0	0
Total	31,284	32,932	32,259

Note 29: Other Executive Expenses (OE's)			
<i>Output Group</i>	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Appropriation - OE's			
OE 1 - Personal Emoluments for the Judiciary	2,198	2,068	4,058
OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,252	3,252	2,957
OE 3 - Personal Emoluments for the Financial Secretary	0	0	182
OE 4 - Judiciary Expenses	651	501	536
OE 5 - Constituency Allowance	654	632	449
OE 6 - Contribution to Caribbean Financial Action Task Force	150	30	30
OE 9 - Caribbean Economic Community (CARICOM) Fees	168	152	147
OE 10 - Caribbean Regional Technical Assistance Centre (CARTAC)	0	0	10
OE 11 - Subscription to Caribbean Examinations Council	13	13	11
OE 12 - University of the West Indies Membership Levy	161	103	103
OE 14 - Caribbean Food and Nutrition Institute Subscription	3	3	3
OE 15 - Pan American Health Organisation Subscription	18	18	11
OE 16 - Caribbean Health Research Council Subscription	5	5	5
OE 17 - Caribbean Epidemiology Centre Subscription	15	15	10
OE 19 - Ex-Gratia Recipients Plan Payments	1,200	1,200	1,000
OE 25 - Settlement of Court Order	37	110	105
OE 26 - Personal Emoluments for the Attorney General	180	180	181
OE 27 - Past Service Pension Liability Payments	11,400	11,400	16,888
OE 43 - Depreciation of Judicial Executive Assets	96	92	0
OE 48 - Depreciation of the Portfolio of Civil Service Executive Assets	170	180	139
OE 54 - Caribbean Catastrophe Risk Insurance Facility – Annual	500	500	803
OE 57 - Executive Bank Charges	41	27	55
OE 63 - Caribbean Dev Bank Contribution -Special Development	0	0	127
OE 65 - Court of Appeal Expenses	554	431	340
OE 66 - United Nations Caribbean Environmental Program	8	8	8
OE 71 - Commonwealth Parliamentary Association	95	95	95
OE 77 - Depreciation of Planning, Lands, Agriculture, Housing and Infrastructure Executive Assets	9,694	9,694	0
OE 78 - Depreciation of Ministry of Home and Community Affairs Executive Assets-Community Affairs	27	27	139
OE 81 - World Anti-Doping Agency	6	6	3
OE 82 - Regional Anti-Doping Organization	4	4	4
OE 86 - Compensation	402	519	531
OE 87 - Default on Paloma Government Guaranteed Loan Scheme	10	70	77
OE 88 - Air Safety Support International	0	0	147
OE 89 - Voluntary Separation Package	0	456	0
OE 91 - Depreciation of Ministry of District Administration, Tourism and Transport Executive Assets	173	734	0
OE 92 - Settlement of Government Guarantees	937	0	298
Other Operating Expenses	57	23	197
Total	32,879	32,548	29,649
OE categorisation			
Personnel Costs	18,230	18,100	25,266
Depreciation	10,160	10,727	278
Other executive expenses	4,488	3,721	4,105
Total OE's	32,878	32,548	29,649

Note 30: Reconciliation of net cash flows from operating activities to surplus/(deficit)				
	Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Surplus/(deficit) from ordinary activities	128,030	108,144	59,508
	Non-cash movements			
	Depreciation and Amortisation	27,752	27,091	24,421
	(Profit)/Loss on Statutory Authorities & Government Companies	(7,095)	(3,727)	338
	Changes in current assets and liabilities:			
	(Increase)/decrease in receivables - Other Government agencies	2,245	843	(1,245)
	(Increase)/decrease in other current assets	4,682	(3,371)	3,874
	Increase/(decrease) in payables - Other Government agencies	(1,682)	1,741	5,521
	Increase/(decrease) in other current liabilities	(1,741)	(11,463)	2,402
	Net cash flows from operating activities	152,191	119,258	94,819

ENTIRE PUBLIC SECTOR FINANCIAL STATEMENTS

GOVERNMENT OF THE CAYMAN ISLANDS				
SCHEDULE OF ASSETS AND LIABILITIES				
AS AT 30 JUNE 2015				
STATEMENT OF FINANCIAL POSITION	Notes	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
AS AT 30 JUNE 2015		\$000	\$000	\$000
Current Assets				
Cash and cash equivalents	2	361,543	256,738	212,117
Marketable securities and deposits		90,104	89,854	106,061
Trade receivables	3	51,184	66,109	30,333
Other Receivables	3	10,554	12,151	11,576
Inventories	4	17,866	17,676	17,272
Prepayments	6	9,821	11,044	5,536
Loans	7	1,546	1,766	1,465
Total Current Assets		542,618	455,338	384,360
Non-Current Assets				
Trade receivables	3	15,914	25,452	18,547
Other receivables	3	0	0	1,774
Investments	5	2,451	2,451	2,451
Prepayments	6	1,726	1,784	0
Loans	7	32,272	32,536	33,081
Property, plant and equipment	8	2,040,719	2,047,401	2,080,563
Intangible Assets	9	5,554	4,190	5,315
Total Non-Current Assets		2,098,636	2,113,814	2,141,731
Total Assets		2,641,254	2,569,152	2,526,091
Current Liabilities				
Trade payables	10	20,892	54,235	26,969
Other payables and accruals	10	58,966	49,918	63,603
Bank Overdraft	2	4,287	2,698	6,675
Unearned revenue	11	33,119	35,800	33,054
Employee entitlements	12	8,420	9,287	11,247
Current Portion of Borrowings	1	30,620	71,510	40,834
Total Current Liabilities		156,304	223,448	182,382
Non-Current Liabilities				
Trade payables	10	50	0	0
Other payables and accruals	10	780	4,331	474
Unearned revenue	11	5,500	2	0
Employee entitlements	12	50	171	139
Unfunded pension liability	13	194,963	193,527	210,122
Currency Issued		87,500	87,250	87,229
Long Term portion of Borrowings	1	601,942	606,808	668,927
Total Non-Current Liabilities		890,785	892,089	966,891
Total Liabilities		1,047,089	1,115,537	1,149,273
Net Assets		1,594,165	1,453,615	1,376,818
NET WORTH				
Reserves	14	131,630	108,303	101,910
Revaluation reserve		753,562	741,042	772,389
Current Year Surplus		128,030	108,144	59,508
Other Accumulated surpluses		580,943	496,126	443,011
Total Net Worth		1,594,165	1,453,615	1,376,818

STATEMENT OF FINANCIAL PERFORMANCE	Notes	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
FOR THE YEAR ENDING 30 JUNE 2015		\$000	\$000	\$000
Revenue				
Coercive Revenue	15	624,886	616,305	560,178
Sales of Goods & Services	17	243,731	228,498	233,679
Investment revenue	18	2,294	2,589	2,738
Donations	19	802	923	1,401
Other revenue	16	942	3,796	0
Total Revenue		872,655	852,111	797,996
Expenses				
Personnel costs	20	358,192	348,016	345,050
Supplies and consumables	21	245,701	247,473	242,229
Depreciation	8	47,127	47,670	43,872
Amortisation of intangible assets	9	1,045	150	987
Impairment of Loans		400	0	0
Impairment of inventory		2	2	0
Finance costs	22	33,722	36,256	39,222
Litigation costs	23	1,839	1,955	2,062
Outputs from Non-Governmental Suppliers	25	22,695	26,695	25,987
Transfer Payments	26	31,284	32,932	32,222
Other (Gains)/losses	24	(1,871)	(903)	2,752
Other Operating expenses	27	4,489	3,721	4,105
Total Expenses		744,625	743,967	738,488
Entire Public Sector Net Surplus		128,030	108,144	59,508

FOR THE YEAR ENDING 30 JUNE 2015	Notes	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
		\$000	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES				
<i>Receipts</i>				
Coercive Receipts		629,882	607,554	561,901
Sale of goods and services - third party		240,060	213,958	221,734
Interest received		1,065	3,762	2,509
Donations / Grants received		940	935	1,402
Other receipts		14,077	21,829	5,154
<i>Payments</i>				
Personnel costs		(355,608)	(340,367)	(343,911)
Supplies and consumables		(239,873)	(244,252)	(220,458)
Outputs from non-governmental organisations		(23,728)	(24,731)	(25,720)
Transfer payments		(31,282)	(31,413)	(32,221)
Financing/interest payments		(33,955)	(37,672)	(40,179)
Other payments		(14,586)	(36,517)	(7,682)
Net cash flows from operating activities	28	186,992	133,086	122,529
CASH FLOWS FROM INVESTING ACTIVITIES				
<i>Cash received</i>				
Proceeds from sale of property, plant and equipment		5,007	7	49
Proceeds from sale of Loans/investments		809	738	790
<i>Cash Used</i>			0	0
Purchase of property, plant and equipment		(48,335)	(44,324)	(39,165)
Purchase of Loans/investments		(741)	(341)	(780)
Net cash flows from investing activities		(43,260)	(43,920)	(39,106)
CASH FLOWS FROM FINANCING ACTIVITIES				
Borrowings		0	0	4,200
Repayment of Borrowings		(40,516)	(40,568)	(39,459)
Net cash flows from financing activities		(40,516)	(40,568)	(35,259)
Net increase/(decrease) in cash and cash equivalents		103,216	48,598	48,164
Cash and cash equivalents at beginning of period		254,040	205,442	157,278
Cash and cash equivalents at end of period	2	357,256	254,040	205,442

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDING 30 JUNE 2015

	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2013	101,910	772,389	502,519	1,376,818
Restated balance	101,910	772,389	502,519	1,376,818
Changes in net worth for 2013/14				
Gain/(loss) other changes on Revaluation Reserve	0	(31,347)	0	(31,347)
Transfers	6,393	0	(6,393)	0
Net revenue / expenses recognised directly in net worth	6,393	(31,347)	(6,393)	(31,347)
Surplus for the period 2013/14			108,144	108,144
Total recognised revenues and expenses for the period	6,393	(31,347)	101,751	76,797
Balance at 30 June 2014 carried forward	108,303	741,042	604,270	1,453,615
	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2014 brought forward	108,303	741,042	604,270	1,453,615
Restated balance	108,303	741,042	604,270	1,453,615
Changes in net worth for 2014/15				
Gain/(loss) other changes on Revaluation Reserve	0	12,520	0	12,520
Transfers	23,327	0	(23,327)	0
Net revenue / expenses recognised directly in net worth	23,327	12,520	(23,327)	12,520
Surplus for the period 2014/15			128,030	128,030
Total recognised revenues and expenses for the period	23,327	12,520	104,703	140,550
Balance at 30 June 2015	131,630	753,562	708,973	1,594,165

Note 1 Statement of Borrowings					
Government of the Cayman Islands					
Statement of Borrowings Maturity Profile					
For Year Ended 30 June 2015					
	Core Governmen t Loans	Self Financing loans	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Local Currency Debt					
Not later than one year	6,051	0	6,051	13,862	1,187
Between one and two years	10,079	0	10,079	14,522	2,157
Between two and five years	11,439	0	11,439	20,280	4,421
Later than five Years	19,379	0	19,379	8,404	61
Total Local Currency Debt	46,948	0	46,948	57,068	7,826
Foreign Currency Debt (state in \$CI)					
Not later than one year	24,473	96	24,569	57,648	39,647
Between one and two years	39,578	97	39,675	70,697	48,946
Between two and five years	395,133	297	395,430	414,081	164,132
Later than five years	125,248	692	125,940	78,824	449,210
Total Foreign Currency Debt	584,432	1,182	585,614	621,250	701,935
Total Outstanding Debt	631,380	1,182	632,562	678,318	709,761
Local Currency Marketable Securities and Deposits					
Not later than one year	0	0	90,104	89,854	51,252
Between two and five years	0	0	0	0	54,809
Total Local Currency Marketable Securities and Deposits	0	0	90,104	89,854	106,061
Total Marketable Securities and Deposits	0	0	90,104	89,854	106,061
Net Public Debt	631,380	1,182	542,458	588,464	603,700

Statement of Borrowings		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Original Borrowing USD	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
Foreign Currency Debt				
Central Government loans				
The Cayman Islands Government Securities Law, 2003	163,200	27,336	36,449	45,560
2003 Bond Issue				
Principal amount is US\$163.2 million. Issue date of the Bond was 8th April 2003 with a final maturity date of 8th April 2018. Interest is payable at a fixed rate of 5.3% per annum over the 15 year life of the Bond. Interest and principal is repaid semi-annually in April and October.				
2009 Notes Issue	312,000	261,300	261,300	261,300
Principal amount is US\$312 million. Issue date of the Bond was 19 November 2009 with a final maturity date of 19 November 2019. Interest is payable semi-annually at a fixed rate of 5.95% per annum over the 10 year life of the Bond. The face amount of notes are payable in full at maturity 19 November 2019.				
FirstCaribbean International Bank (Cayman) Limited	9,600	0	0	800
Loan Law 8 of 2003 - General Financing of CIG Activities				
Loan of US\$9,600,000 repayable over 10 years .				
Repayments of US\$480,000 and interest at Libor + Libor margin to be repaid semi-annually commencing 30th December 2004. converted to a fixed rate loan 30 June 2005 at an interest rate of 5.02% pa.				
FirstCaribbean International Bank (Cayman) Limited	18,000	0	801	1,601
The Loan (No. 2) Bill, 2003				
Construction Works - Prospect Primary & National Archives Building				
Loan Agreement of US\$18,000,000. Initial Drawdown of US\$9,606,300 on 30 June 2004 amortised over 10 years with semi-annual payments of interest + Principal US\$480,315.83 commencing 30th December 2005; converted from a libor rate loan to a fixed rate loan				
FirstCaribbean International Bank (Cayman) Limited	15,600	0	727	1,454
Loan Law 5 of 2004				
Road Works				
Loan of US\$15,600,000 with an initial drawdown of US\$8,722,650.00 on 30th June 2004. US\$8,722,650 amortised over 10 years with semi-annual payments of interest + Principal US\$436,132.50 commencing 30th December 2005: converted to a fixed rate loan on 1 J				
FirstCaribbean International Bank (Cayman) Limited	18,000	0	1,500	3,000
Loan Agreement #10090596 of US\$74,399,940.48 with an initial drawdown of US\$17,999,985.60 on 30th June 2005 US\$17,999,985.60 amortised over 10 years at fixed rate of interest of 4.8475% pa with quarterly payments of Principal US\$449,999.64 + interest				

Statement of Borrowings		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Original Borrowing USD	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
FirstCaribbean International Bank (Cayman) Limited Loan Agreement of US\$74,399,940.48 with a second drawdown of US\$28,800,000.00 on 23 November 2005 amortised over 15 years at a fixed interest rate of 5.58% pa with quarterly payments of interest + Principal US\$480,000.00 commencing 28 February 2006	28,800	8,800	10,400	12,000
FirstCaribbean International Bank (Cayman) Limited Loan Agreement of US\$74,399,940.48 with a third drawdown of US\$11,999,999.40 on 14 December 2006 amortised over 15 years at 3 month libor rate + margin with quarterly payments of interest + Principal US\$333,333.00 commencing 14 March 2007. Converted to a fixed rate loan for 5 years from 14 Dec 08 to 14 Dec 13 at an interest rate of 3.2% pa.	12,000	556	1,667	2,778
FirstCaribbean International Bank (Cayman) Limited Loan Agreement of US\$74,399,940.48 with a fourth drawdown of US\$15,599,964.48 on 29 June 2007 amortised over 8 years at 3 month libor rate + margin with quarterly payments of interest + Principal US\$487,498.89 commencing 28 September 2007. Converted to a fixed rate loan for 5 years from 29 Dec 08 to 29 Dec 2013 at 2.82% pa.	156,000	0	1,625	3,250
FirstCaribbean International Bank (Cayman) Limited The final drawdown of US\$62,999,949.60 on Loan Agreement of US\$155,759,875.39 was drawn on 27th June 2008. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US\$1,050,000 plus interest commencing 24 Oct 08. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.	63,000	28,875	32,375	35,875
FirstCaribbean International Bank (Cayman) Limited A second draw down in the amount of US\$45,599,963.52 on Loan Agreement of US\$155,759,875.39 was drawn on 24 June 2008 at 1 month libor plus 0.50% margin. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US\$760,000 plus interest commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.	45,600	20,900	23,433	25,967
FirstCaribbean International Bank (Cayman) Limited Facility in the amount of US\$155,759,875.39 (CI\$129.8million @ 0.833334) with an availability period of 12 months. Bridge Loan of CI\$16m drawdown 26 Oct 07, CI\$7.3m drawdown on 23 Nov 07 and a third drawdown of CI\$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs with 1/4ly payts of Principal US\$786,000 plus interest commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa.	47,160	20,305	22,925	25,545
FirstCaribbean International Bank (Cayman) Limited 15 - Year fixed rate loan of US\$185,074,000 advanced on 19 April 2011 at an interest rate of 5.44% p.a. Semi-annual payments of interest only commencing 19 October 2011 with Principal payments of US\$9,253,700 plus interest to commence 19 October 2016.	185,074	154,228	154,228	154,228
Tourism Attractions Board PEDRO ST. JAMES Caribbean Development Bank #08/OR-CAY PEDRO ST. JAMES HERITAGE PROJECT Loan 8/OR-CI US\$5,790,000 repayable over 12 years at variable interest rates commencing in the year 2001. As at 5 March 2001 US\$5,369,720 had been drawdown leaving US\$420,280 which was duly cancelled by Caribbean Development Bank.	5,370	0	152	492
Total Central Government loans		522,300	547,582	573,850

Note 1 Statement of Borrowings				
Statement of Borrowings		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
Self Financing loans				
European Investment Bank				
1981 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 330,000 ECUs repayable over 30 years commencing 1st May, 1990 at interest of 1% per annum on outstanding balance.	ECU 330	60	75	90
European Investment Bank	ECU 658	310	337	364
1987 CIVIL AVIATION AUTHORITY (CAYMAN BRAC AIRPORT) Soft loan of 658,000 ECUs repayable over 30 years commencing 5th November 1997 at interest of 1% per annum on outstanding balance.				
University College of the Cayman Islands				
European Investment Bank	ECU 1,490	812	872	923
1989 CAYMAN ISLANDS COMMUNITY COLLEGE Soft Loan of 1,500,000 ECUs repayable over 30 years commencing 15th October, 1999 at interest of 1% per annum on outstanding balance.				
Total Self Financing loans		1,182	1,284	1,377
Public Authority Loans				
Cayman Airways Ltd.		22,015	30,084	28,546
Cayman Islands Airport Authority		408	450	0
Cayman Turtle Farm		17,750	22,433	26,849
Port Authority		3,407	4,838	6,356
University College of the Cayman Islands		0	1,809	0
Cayman Islands Development Bank		36,597	36,908	37,298
Health Services Authority		1,621	1,866	2,112
National Housing and Development Trust		16,979	18,185	19,362
Water Authority		10,303	12,879	14,011
Total Public Authority loans		109,080	129,452	134,534
Total Entire Public Loans		632,562	678,318	709,761

Note 2 Cash & Cash equivalents					
Description	Foreign Currency	Exchange Rate	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
US \$ Operational Current Account	119,140	0.8375	99,780	13,846	23,321
CI\$ Cash in Hand	1,457	1.0000	1,457	642	3,538
CI \$ Operational Current Account	101,127	1.0000	101,127	105,107	54,007
Bank Overdrafts	(5,119)	0.8375	(4,287)	(2,698)	(6,675)
Other Short Term Investments	144,873	1.0000	144,873	120,003	120,974
MLAT KYD Bank Account	5,365	1.0000	5,365	5,365	0
MLAT USD Bank Account	2,775	0.8375	2,324	2,224	0
CI\$ Payroll Account	6,617	1.0000	6,617	8,451	10,277
ForCayman Investment Alliance	0	1.0000	0	1,100	0
TOTAL			357,256	254,040	205,442
Note 3 Trade & other receivables					
Trade Receivables	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13		
Coercive Revenue	10,229	16,431	21,508		
Sale of goods and services	61,300	86,598	68,246		
Other	3,155	6,720	776		
Less: provision for doubtful debts	(7,586)	(18,188)	(41,653)		
Non-Current trade receivables & other receivables	0	0	3		
Total trade receivables & other receivables	67,098	91,561	48,880		
Other Receivables	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13		
Advances (salary, Official Travel, etc)	62	161	3,537		
Dishonoured cheques	1,017	987	1,118		
Interest receivable	175	148	375		
Other	9,134	12,764	6,571		
Loans	5	0	0		
Other Non-Current Assets	168	8	1,774		
Less: provision for doubtful debts	(7)	(1,917)	(25)		
Total other receivables	10,554	12,151	13,350		
	Trade Receivables	Other Receivables	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Current					
Past due 1-30 days	30,109	10,017	40,126	51,426	17,092
Past due 31-60 days	8,893	0	8,893	8,529	9,854
Past due 61-90 days	6,017	27	6,044	4,051	6,653
Past due 90 and above	6,165	510	6,675	14,254	10,084
Non-Current					
Past due 1 year and above	15,914	0	15,914	25,452	18,547
Total	67,098	10,554	77,652	103,712	62,230
Movements in the provision of Loans, Trade and Other Receivables					
Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13		
Balance at 1 July	(35,745)	(60,471)	(59,843)		
Additional provisions made during the year	0	0	(628)		
Receivables written off during the period	14,868	24,726	0		
Total	(20,877)	(35,745)	(60,471)		

Note 4: Inventories						
	Description	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Inventory held for use in the provision of goods and services	8,027	0	8,027	7,755	13,501
	Inventory held for sale	8,013	0	8,013	9,970	1,580
	Work in Progress and finished goods	1,873	0	1,873	0	2,191
	Impairment of Inventory b/f	(45)	0	(45)	(47)	0
	Impairment of Inventory 2012/13	(2)	0	(2)	(2)	0
	TOTAL INVENTORIES	17,866	0	17,866	17,676	17,272
Note 5: Investments						
	Investment	Cost	Particulars	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	SAGICOR	20,000	Shares in lieu of insurance settlement	1,860	1,860	1,860
	Other Investments	USD \$6031.74 ea	117 Shares	591	591	591
	Total			2,451	2,451	2,451
Note 6: Prepayments						
	Description	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Accrued Prepayments	965	1,726	2,691	4,423	4,314
	Prepaid Insurance	8,844	0	8,844	8,381	1,222
	Other	12	0	12	24	0
	Total	9,821	1,726	11,547	12,828	5,536
Note 7 Loans						
	Loan Description	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Overseas Medical loans	0	12,851	12,851	12,906	12,958
	Personal loans to staff	133	0	133	146	0
	Civil Service Mortgages to staff	0	239	239	300	424
	Student loans	270	0	270	275	0
	Loans to farmers	198	0	198	203	0
	Home School Association	0	0	0	0	74
	Other Loans	1,270	31,999	33,269	35,934	39,658
	Settlement Loans	142	0	142	178	225
	Provision outstanding loans	(467)	(12,817)	(13,284)	(15,640)	(18,793)
	BALANCE AS AT 30 JUNE	1,546	32,272	33,818	34,302	34,546

Note 8: Property, plant & equipment								
Cost of Property, plant & equipment								
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 1 July 2013	646,359	57,315	521,987	15,832	26,114	30,698	9,372	712,312
Additions	1,325	1,485	9,536	598	1,050	1,781	157	378
Disposals and Derecognition	0	0	0	(4)	(9)	(74)	(26)	0
Revaluation	0	378	0	0	0	0	0	(378)
Transfers	0	9,182	83,298	395	(7,514)	11,405	(282)	(88)
Balance as at 30 June 2014	647,684	68,360	614,821	16,821	19,641	43,810	9,221	712,224
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 30 June 2014	647,684	68,360	614,821	16,821	19,641	43,810	9,221	712,224
Additions	1,570	6,610	6,051	1,437	511	3,899	460	0
Disposals and Derecognition	0	0	0	0	0	(5)	0	0
Revaluation	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	1,113	0	0
Balance as at 30 June 2015	649,254	74,970	620,872	18,258	20,152	48,817	9,681	712,224
Accumulated Depreciation and impairment losses								
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 1 July 2013	0	35,292	135,682	8,746	18,540	24,248	8,284	13,981
Transfers	0	4,846	(7,221)	455	(7,300)	10,776	(731)	3,732
Impairment Reserve 2013/14 (closing balance)	1,344	0	0	0	0	0	0	0
Depreciation Expense 2013/14	0	2,193	20,820	1,611	1,518	2,075	300	7,944
Eliminate on Disposal or Derecognition 2013/14	0	0	0	(4)	(9)	(53)	(26)	0
Balance as at 30 June 2014	1,344	42,331	149,281	10,808	12,749	37,046	7,827	25,657
	<i>Land</i>	<i>Plant and equipment</i>	<i>Buildings and Leasehold</i>	<i>Leasehold Improvements</i>	<i>Furniture and Fittings</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Roads and Sidewalks</i>
Balance as at 30 June 2014	1,344	42,331	149,281	10,808	12,749	37,046	7,827	25,657
Transfers	0	0	528	(2)	0	(10)	0	0
Impairment change 2014/15	0	0	0	0	0	0	0	0
Depreciation Expense 2014/15	0	4,151	17,888	1,870	1,043	4,644	534	7,932
Eliminate on Disposal or Derecognition 2014/15	0	0	(44)	(17)	0	(5)	0	0
Balance as at 30 June 2015	1,344	46,482	167,653	12,659	13,792	41,675	8,361	33,589
Net Book value 30 June 2014	646,340	26,029	465,540	6,013	6,892	6,764	1,394	686,567
Net Book value 30 June 2015	647,910	28,488	453,219	5,599	6,360	7,142	1,320	678,635

Note 8: Property, plant & equipment								
Cost of Property, plant & equipment								
	<i>Water Reticulation</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Marine Vessels</i>	<i>Aircraft</i>	<i>Other assets</i>	<i>Assets under construction or development</i>	Total
Balance as at 1 July 2013	6,075	105,222	39,450	6,064	12,612	50,787	200,927	2,441,126
Additions	0	612	1,951	784	117	373	9,706	29,853
Disposals and Derecognition	0	0	0	0	0	(1,667)	0	(1,780)
Revaluation	0	0	0	0	0	0	0	0
Transfers	(5,983)	7,609	(5,100)	(1,197)	(2,542)	(469)	(112,965)	(24,251)
Balance as at 30 June 2014	92	113,443	36,301	5,651	10,187	49,024	97,668	2,444,948
	<i>Water Reticulation</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Marine Vessels</i>	<i>Aircraft</i>	<i>Other assets</i>	<i>Assets under construction or development</i>	Total
Balance as at 30 June 2014	92	113,443	36,301	5,651	10,187	49,024	97,668	2,444,948
Additions	0	4,162	2,581	23	0	717	17,929	45,950
Disposals and Derecognition	0	0	(57)	0	0	(5,000)	0	(5,062)
Revaluation	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	(1,113)	0
Balance as at 30 June 2015	92	117,605	38,825	5,674	10,187	44,741	114,484	2,485,836
Accumulated Depreciation and impairment losses								
	<i>Water Reticulation</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Marine Vessels</i>	<i>Aircraft</i>	<i>Other assets</i>	<i>Assets under construction or development</i>	Total
Balance as at 1 July 2013	2,539	43,467	34,879	4,617	3,147	25,274	10	358,706
Transfers	(3,291)	(2,860)	(6,222)	(2,844)	(167)	172	0	(10,655)
Impairment Reserve 2013/14 (closing balance)	0	0	0	0	624	0	0	1,968
Depreciation Expense 2013/14	792	6,423	1,013	568	546	1,877	(10)	47,670
Eliminate on Disposal or Derecognition 2013/14	0	0	(50)	0	0	0	0	(142)
Balance as at 30 June 2014	40	47,030	29,620	2,341	4,150	27,323	0	397,547
	<i>Water Reticulation</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Marine Vessels</i>	<i>Aircraft</i>	<i>Other assets</i>	<i>Assets under construction or development</i>	Total
Balance as at 30 June 2014	40	47,030	29,620	2,341	4,150	27,323	0	397,547
Transfers	0	0	0	0	0	0	0	516
Impairment change 2014/15	0	0	0	0	0	0	0	0
Depreciation Expense 2014/15	6	4,297	2,042	280	606	1,834	0	47,127
Eliminate on Disposal or Derecognition 2014/15	0	0	(7)	0	0	0	0	(73)
Balance as at 30 June 2015	46	51,327	31,655	2,621	4,756	29,157	0	445,117
Net Book value 30 June 2014	52	66,413	6,681	3,310	6,037	21,701	97,668	2,047,401
Net Book value 30 June 2015	46	66,278	7,170	3,053	5,431	15,584	114,484	2,040,719

Note 9: Intangible Assets			
	<i>Computer Software</i>	<i>Assets under construction or development</i>	Total
Balance as at 1 July 2013	10,444	350	10,794
Additions	569	7	576
Revaluation	3,621	0	3,621
Transfers	21	0	21
Balance as at 30 June 2014	14,655	357	15,012
	<i>Computer Software</i>	<i>Assets under construction or development</i>	Total
Balance as at 30 June 2014	14,655	357	15,012
Additions	2,409	0	2,409
Balance as at 30 June 2015	17,064	357	17,421
Accumulated Depreciation and impairment losses			
	<i>Computer Software</i>	<i>Assets under construction or development</i>	Total
Balance as at 1 July 2013	6,261	12	6,273
Transfers	4,399	0	4,399
Depreciation Expense 2013/14	137	13	150
Balance as at 30 June 2014	10,797	25	10,822
	<i>Computer Software</i>	<i>Assets under construction or development</i>	Total
Balance as at 30 June 2014	10,797	25	10,822
Depreciation Expense 2014/15	1,026	19	1,045
Balance as at 30 June 2015	11,823	44	11,867
Net Book value 30 June 2014	3,858	332	4,190
Net Book value 30 June 2015	5,241	313	5,554

Note 10: Trade payables, other payables & Accruals						
	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13	
Creditors	20,892	50	20,942	53,555	26,969	
Creditors other government agencies	0	0	0	680	0	
Payroll Deductions	1,598	0	1,598	2,191	1,730	
Operating Lease	0	0	0	0	6	
Accrued Expenses	30,162	515	30,677	27,546	26,266	
Accrued Expenses other government agencies	0	0	0	55	0	
Loan Interest Payable	3,968	0	3,968	4,383	4,859	
Non-current current payables and accruals	0	0	0	0	474	
Provisions	0	0	0	0	13,830	
Other payables	23,238	265	23,503	20,074	16,912	
Total trade payables other payables and accruals	79,858	830	80,688	108,484	91,046	

Note 11 : Unearned Revenue						
	Details	Current	Non-Current	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Rentals paid in advance	0	0	0	0	101
	Immigration deposits	0	0	0	0	15,378
	Customs deposits	1,582	0	1,582	2,490	990
	Revenue deposits	922	0	922	922	1,844
	Other unearned revenue	30,615	5,500	36,115	32,390	14,741
	Total unearned reveune	33,119	5,500	38,619	35,802	33,054

Note 12: Employee entitlements			
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Annual Leave	5,109	5,684	4,417
Retirement and long service leave	2,605	3,035	4,255
Accrued salaries	706	568	591
Pension	0	0	1,469
Other salary related entitlements	0	0	515
Total current portion	8,420	9,287	11,247
<i>Non-current employee entitlements are represented by:</i>			
Retirement and long service leave	50	171	139
Total employee entitlements	8,470	9,458	11,386

Note 13: Unfunded Pension Liability					
Actuarial Valuations with an effective date of 1 January 2011 were conducted for three separate Plans; the Public Service Pensions Plan, the Parliamentary Pensions Plan and the Judiciary Pensions Plan.					
Core Government Unfunded Pension Liability \$178.3 million represents the Fund Deficiencies arising mainly as a result of participants having accrued considerable Defined Benefit entitlements prior to establishment of the Fund.					
The actuarial valuation calculated a fund deficiency as at January 1, 2011					
Public Service Pensions Plan Actuarial Valuation					
	Budget 2014/15				
Public Service Pensions Plan Actuarial Valuation	(182,500)				
Parliamentarian pensions plan actuarial valuation	(12,910)				
Judicial Public Service Pensions Plan Actuarial Valuation	447				
	(194,963)				
Additional details on the valuation are:					
Public Service Pensions Plan Actuarial Valuation					
	Budget 2014/15				
Value of pension fund allocated asstes	316,475				
Past service liability (Enter -No.)	(498,975)				
Fund deficiency	(182,500)				
Parliamentarian pensions plan actuarial valuation					
	Budget 2014/15				
Value of pension fund allocated asstes	3,810				
Past service liability (Enter -No.)	(16,720)				
Fund deficiency	(12,910)				
Judicial Public Service Pensions Plan Actuarial Valuation					
	Budget 2014/15				
Value of pension fund allocated asstes	2,846				
Past service liability (Enter -No.)	(2,399)				
Fund deficiency	447				
The principal assumptions (excluding the estimated retirement age which varied with each Plan) used in the computation of the actuarial estimate of the pension liability for each of the three named Pension Plans are as follows:					
annual salary increases of 4%;					
long term inflation rate of 2.5% per annum;					
valuation interest rate to discount future benefit payments of 7%;					
expected long-term rate of return on the Fund's invested assets of 7%;					
anticipated future pensions payments increases of 3% per annum; and					
estimated retirement age of 55 for the Parliamentary Pensions Plan, 57 for the Public Service Pensions Plan, and 65 for the Judiciary Pensions Plan.					

Note 14 Reserves				

RESERVE FUND DEPOSIT BALANCES AT JUNE 30, 2014				
RESERVE FUND DEPOSIT BALANCES				
Fund	Where Held	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	CNB	16,342	16,255	16,153
	BNS	29,042	16,046	15,225
	BOB	13,266	13,196	13,124
Sub Total		58,650	45,497	44,502
Student Loan	BNS	1,911	1,806	1,701
Sub Total		1,911	1,806	1,701
National Disaster Fund	BNS	4,654	4,212	3,830
Sub Total		4,654	4,242	3,830
Housing Guarantee Reserve	BOB	1,719	2,205	902
	BNS	486	151	150
Sub Total		2,205	2,356	1,052
Infrastructure Development	BNS	2,228	2,228	2,228
Sub Total		0	0	0
Environmental Protection	BOB	14,393	14,393	10,167
	BNS	19,114	19,114	19,114
	CNB	17,436	13,228	13,227
Sub Total		50,943	46,735	42,508
SINKING FUND for 2009 Bond Issue (US\$312M)	CNB	1,390	1,086	783
Sub Total		1,390	1,086	783
Total Reserve Funds		119,753	101,722	94,376

Note 15: Coercive revenue				
	Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Affordable Housing Fund	2,670	0	0
	Alcoholic Beverages Duty	17,420	17,441	17,149
	Annual Permanent Resident Work Permit Fee	10,655	9,001	9,458
	Bank Charges Reimbursable	0	2	2
	Banks and Trust Licenses	34,332	34,362	33,511
	Birth, Deaths & Marriages Registration	92	76	0
	Building Permit Fees	2,916	1,397	1,778
	Business Premise Fee	0	1	0
	Business Staffing Plan Board Fees	42	45	41
	Business Visitors Permit	20	0	0
	Caymanian Status Fees	63	473	510
	Change of Directors	0	7	1
	Compounded Penalties	61	33	118
	Court Fees	1,320	1,240	1,294
	Court Fines	1,292	1,100	1,087
	Cruise Ship Departure Charges	9,817	8,957	8,531
	CUC - License	2,631	2,240	1,926
	Customs Fines	26	21	1
	Debit Transaction Fees	2,768	2,471	2,332
	Departure Tax	0	0	1,650
	Dependant of Caymanian Grant Fee	3	3	2
	Environmental Protection Fund Fees	5,744	5,409	5,415
	EZG- Special Economic Zone Employment Certificate Grant Fee	100	130	90
	Firearms Licenses	0	48	30
	Fisheries Licenses	0	0	1
	FPW - Final WP Non-renewal (90days) - Grant	0	3	0
	Gasoline Diesel Duty	22,186	35,440	34,665
	Gender Equality Tribunal Fines	0	3	0
	General Search Fees	277	213	0
	Grant of Temporary Work Permit - Seasonal Worker	41	40	30
	Grant of Temporary Work Permit - Entertainer	2	1	1
	Health Insurance Fund Fee	0	0	3,561
	Health Practitioners' Board Fee	491	1,106	646
	Hotel Licenses	186	175	183
	Hurricane Ivan Loans Received	0	9	11
	ICTA Licences	8,127	7,344	7,708
	Immigration Fines	300	187	242
	Immigration Non-Refundable Repatriation Fee	1,176	1,274	1,108
	Infrastructure Fund fee	2,099	519	327
	Insurance Licenses	9,699	9,073	8,732
	Insurance Stamp Duty	1,084	1,174	0
	Issue Fee for Specialist Caregiver Certificate	18	36	26
	Key Employee Designation	0	529	952
	Land Holding Companies Share Transfer Charge	0	1,947	3,848
	Land Registry Fees	1,212	1,084	1,048
	Law Firm Operational	2,081	2,040	1,940
	Legal Practitioner Fee	1,380	1,428	1,349
	Liquor Licenses	626	649	651
	Local Co. and Corp. Mgmt. Fees	2,997	2,898	2,676
	Local Company Control License Grants/Renewals	370	370	377
	Local Vessel Licenses	42	0	42
	Miscellaneous Immigration Fees	0	0	4
	Miscellaneous Income (Executive Only)	242	799	282
	Miscellaneous Lands & Survey Fees	0	0	4
	Miscellaneous Licenses	0	51	73
	MLAT proceeds	0	99	299
	Money Services Licence	74	72	71

Note 15: Coercive revenue

Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Money Transfer Fees	2,443	2,395	2,911
Motor Vehicle Charges	11,672	11,342	10,522
Motor Vehicle Drivers Licences	2,761	2,701	2,351
Motor Vehicle Duty	11,154	10,867	11,085
Motor Vehicle Environmental Tax	773	794	693
Mutual Fund Administrators	45,491	46,599	41,893
Notary Public Fees	269	264	224
Not-for-Profit Licence	0	3	20
Other Company Fees - Exempt	88,891	84,023	62,145
Other Company Fees - Foreign	6,070	5,737	3,935
Other Company Fees - Non-Resident	2,664	4,505	4,526
Other Company Fees - Resident	2,331	2,966	1,974
Other Import Duty	88,195	92,168	83,788
Other Stamp Duty	10,060	9,188	6,872
Package Charges	1,108	1,037	996
Partnership Fees	37,099	32,351	23,349
Patents and Trademarks	2,163	1,486	1,171
PCW - Provision for continuation of work permit - Grant	500	834	0
Planning Fees	1,012	816	851
Procedural Fines	152	153	117
Proceeds of Liquidated Entities	12,900	0	0
Proceeds of Crime Law (PoCL)	50	15	53
PTW - Provision for Temporary Continuation of Work - Grant	0	18	0
Public Records	97	70	0
Public Transport - Drivers Licenses	47	15	1
Public Transport - Operator Licenses	80	25	0
Radio Licenses	49	0	0
Registration Fees for Private Schools	0	2	0
Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	4	4	4
Residency & Employment Rights Certificate by Dependent of a P.R	203	144	132
Residency & Employment Rights Certificate Issue Fee	2,629	1,581	1,091
Residency and Employment Rights Certificate by Spouse of a Caymanian	138	159	136
Residency Certificate for Persons of Independent Means Grant Fee	240	386	231
RFI - Permanent Residence - Persons of Independent Means	0	101	0
Royalties and Dredging	0	57	181
Security Investments	13,281	13,246	11,822
Ship Registration Fees	0	103	0
Spear Gun Licenses	0	5	5
Special Marriage Licenses	83	66	76
Stamp Duty - Land Transfers	28,222	27,669	35,422
Stamp Duty - Online Meter	200	689	184
Tax and Trust Undertakings	9,035	9,839	8,940
Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	4	2	1
Timeshare Ownership	699	693	708
Tobacco Dealer Registration fees	82	101	103
Tobacco Products Duty	7,310	7,248	6,729
Tourist Accommodation Charges	18,500	19,489	14,105
Traders Licenses	6,130	6,130	6,353
Trust Registration Fees	965	960	659
W.I.Z. - Boat Licensing	13	27	13
WGG-Term Limit Exemption Permit Amendment Fee	0	2	0
Work Permits Fees	60,386	61,899	52,944
Working Under Operation of Law Fees	2,024	2,026	1,804
WTG-Term Limit Exemption Permit Grant Fee	8	175	2,293
WTR-Term Limit Exemption Permit Renewal Fee	17	110	982
Total Revenue	624,886	616,305	560,178

Note 16: Other revenue

Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Save the Mortgage Loan Repayment	25	52	0
Other revenue	917	3,744	0
	942	3,796	0

Note 17 Sale of Goods & Services

Revenue Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Fees and charges	100,788	77,013	63,627
General sales	97,326	103,610	123,894
Rentals	5,092	3,965	4,800
Other	40,525	43,910	41,358
Total Revenue	243,731	228,498	233,679

Fees and Charges	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Agricultural Department Fees	299	294	312
Annual Work Permit Application Fees (Entity)	1,074	1,129	996
Application Fee for Specialist Caregiver Certificate	0	2	4
Audit Fees - Statutory	818	0	0
Authentication and Apostille of Documents Fees	1,827	1,808	1,753
Bailiff Fees	1	2	6
Business Staffing Plan Application Fees (Entity)	11	13	13
Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	56	79	49
Caymanian Status Application Fees (Entity)	158	183	170
Customised Motor Vehicle Licence Plate Fees	24	23	22
Customs Special Attendance Fees	615	654	427
Dependant of a Caymanian Admin Fee	2	1	3
Disinsection Fees	12	9	13
Drivers Examination Fees	177	178	159
Duplicate Vehicle Log Books	42	41	41
Electrical Inspection Fees	25	25	25
Electrical Licence Fees	20	49	55
Elevator Inspection Fees	50	56	42
Environmental Service Fees	25	32	15
Examination Fees	1,253	1,862	1,356
External Training	25	25	14
Freedom of Information Fees	0	5	13
Funds Received From Department of Tourism (DOT) Events	10	6	0
Garbage Fees	2,630	2,509	2,798
Heavy Equipment Application Fees	4	5	3
Land Survey Fees	100	107	144
Law School Fees	700	755	783
Local Companies Administration Fees	6	6	5
Locations Permit	0	1	8
Mail Terminal Credits	480	505	520
Maintenance of Buildings (Labour)	10	8	0
Media Product Licence	0	0	2
Miscellaneous Fees	0	0	457
Motor Vehicle Inspection Fees	1,303	1,314	1,227
Motor Vehicle Licence Plate Fees	327	335	311
Naturalisation and Registration Fees	460	498	475
Other Company Fees - Exempt (Entity)	119	139	18,934
Other Company Fees - Foreign (Entity)	0	0	1,146
Other Company Fees - Non-Resident (Entity)	0	0	163
Other Company Fees - Resident (Entity)	0	0	377
Other Fees	61	1,218	4,925
Other Immigration Fees	1,279	1,243	1,131
Other Labour Charges - PWD (Cayman Brac)	14	4	14
Partnership Fees (Entity)	0	0	4,754
Passport Fees	576	602	571
Patents and Trademarks	0	0	177
Pension Plan Registration Fees	1,023	998	953
Permanent Residence Application Fees (Entity)	0	1	0
Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	90	84	88

Fees and Charges	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Planning Appeal Fees	1	0	0
Private Sector Computing Fees	956	835	741
Professional Legal Fees	0	1	0
Public Library Fees	17	21	16
Public Record Fees	0	0	85
Recycling Fees	15	268	37
Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	2	1
Residency & Employment Rights Certificate Admin Fee	273	440	80
Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	45	33	24
Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	103	126	114
Residency Certificate for Persons of Independent Means Admin Fee	6	9	10
Sale of Marine Publications	0	0	76
School Fees	258	425	2,240
Special Marriage License Application Fee	28	25	25
Temporary Residency and Employment Rights Certificate to Spouse of Caymanian Admin Fee	0	2	2
Temporary Work Permit Application Fees (Entity)	830	846	807
Term Limit Exemption Permit Administrative Fee	0	24	86
Tourist Reservation Fees	0	13	13
Tower Licence Fees	230	195	1,634
Trade and Business Administration Fees	345	375	366
Transcript Fees	5	8	7
Trust Registration Fees (Entity)	0	0	295
TWP Entertainer Application Fee	1	0	0
Valuation Services	0	0	(2)
Variation/Amendment Fee for BSP	22	29	24
Vault Sales (Cemetery Fees)	183	147	113
Vehicle And Equip. Maintenance Fees	35	0	0
Vehicle Bank Liens	48	52	44
Vehicle Change of Ownership	184	187	182
Vehicle Disposal Fees	720	756	807
Warehousing	729	915	910
WEA-Term Limit Exemption Permit Renewal Administrative Fee	0	18	66
Web Receipts	265	387	351
Work Under Operation of Law Fees	252	123	129
Sale of Custom Forms	3	9	5
WGA-Term Limit Exemption Permit Amendment Administrative Fee	0	3	0
Special Econ. Zone - Trade Certificate Fee	15	18	9
APA - Appeal to Board against decision made by an Immigration Officer Application Fee	0	11	9
BVX - Business Visitors Permit - Express Determination Fee	19	30	20
REA - Extension to reside as a Dependent of a Caymanian Application Fee	0	1	0
RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	3	2	1
RFA - Permanent Residence - Persons of Independent Means - Application Fee	0	1	1
RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	3	0	2
VWA - Visitor's Work Visa Application Fee	80	154	19
Online Planning System Fees	240	75	0
Planning Inspection Call-Out Fee	8	13	0
FPA - Final WP Non-renewal (90days) - Admin	12	1	0
PCA - Provision for Continuation of WP - Amendment - Admin	2	0	0
PCG - Provision for Continuation of WP - Amend	0	1	0
PWA - Provision for continuation of work permit - Admin	35	48	0
PTA - Provision for Temporary Continuation of Work - Admin	0	3	0
Fees and Charges - SAGC	79,110	53,573	8,824
Total Fees & Charges	100,788	77,013	63,627

	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
General Sales			
Canteen Sales	120	0	0
CSD P&C Sales	3	0	0
Express Fee - Work Permits	1,000	1,157	982
Fuel Sales	0	0	353
Funds Received from RCY Events	0	4	3
General Search Fees	0	0	197
Inventory Spare Parts	55	0	0
Key Employee Designation Application Fee	3	38	166
Maintenance of Buildings (Materials)	179	0	0
Miscellaneous Sales	6	21	23
Other Postal Business	62	76	108
Philatelic Sales	24	21	38
Police Clearances	852	787	710
Postal Stamps	1,670	1,710	1,737
Prison Craft Sales	10	8	10
Prison Sales	4	4	4
Refund Processing Fees	4	6	4
Registration & Attendance Fee for Workshops	0	0	2
Restoration of Seized Goods	3	0	0
Sale Of Advertising Space	500	385	484
Sale of Agric. Supplies/Produce	1,675	1,476	1,589
Sale of Custom Forms	15	18	22
Sale Of Gazettes And Subscriptions	700	765	699
Sale Of Laws	24	30	28
Sale of Planning Documents	3	5	6
Temporary Work Permit - Seasonal Worker	3	3	4
General Sales - SAGC	90,411	97,096	116,725
Total General Sales	97,326	103,610	123,894

	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Rentals			
Equipment Rental - PWD (Cayman Brac)	6	8	7
Postal Box Rental Fees	1,014	980	962
Rental - School Canteens	115	185	127
Rental - Temporary Housing	0	0	4
Rentals - Craft Market	60	75	60
Rentals - Government Housing	27	21	23
Rentals - Other (Formerly Tower Building)	0	0	4
Rentals - Other Properties	69	77	462
Rentals - Town Halls	15	11	12
Rentals - SAGC	3,786	2,608	3,139
Total Rentals	5,092	3,965	4,800
	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Other Goods & Services Revenue			
Goods & Services Revenue			
Births, Deaths & Marriages	0	0	96
GIS Applications	240	97	0
GPS Licenses Refund	18	21	16
Mapping Services	105	117	81
Miscellaneous Licensing Receipts	107	102	77
Miscellaneous Receipts	132	659	614
Other Goods & Services - SAGC	39,923	42,914	40,474
Total Other Goods & Services Revenue	40,525	43,910	41,358
Total Goods and Services	243,731	228,498	233,679
Note 18: Investment revenue			
Revenue type	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Interest on deposits	58	66	0
Interest on cash balances	502	547	201
Interest on Loans	22	19	23
Royalties	1,134	1,383	1,237
Other	578	574	1,277
Total Investment revenue	2,294	2,589	2,738
Note 19: Donations			
Source	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
Other	727	767	1,401
"ForCayman Investment Alliance" Agreement	75	156	0
Total donations	802	923	1,401

Note 20: Personnel costs				
	Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Salaries, wages and allowances	314,216	305,820	301,602
	Health care	9,032	6,223	4,516
	Pension	30,820	29,806	33,949
	Leave	778	789	412
	Other personnel related costs	3,346	5,378	4,571
	Total Personnel Costs	358,192	348,016	345,050
Note 21: Supplies and consumables				
	Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Supplies and Materials	47,053	44,012	49,469
	Purchase of services	54,158	68,270	85,423
	Lease of Property and Equipment	9,561	9,928	9,747
	Utilities	26,168	25,929	24,163
	General Insurance	14,988	15,309	36,804
	Travel and Subsistence	3,889	3,102	3,247
	Recruitment and Training	3,446	3,134	2,010
	Other	86,438	77,789	31,366
	Total Supplies & consumables	245,701	247,473	242,229
Note 22: Finance costs				
		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Interest on borrowings	32,174	35,756	38,005
	Other borrowing costs	1,306	175	459
	Overdraft Expenses	242	325	758
	Total Finance cost	33,722	36,256	39,222
Note 23: Litigation cost				
	Litigation Costs	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Legal Fees	1,839	1,955	2,062
	Total Litigation cost	1,839	1,955	2,062
Note 24: (Gains) / losses				
		Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Net (gain) / loss on disposal of property, plant and equipment	0	946	2,909
	Net (gain) / loss on derecognition and/or revaluation of assets	0	0	1,971
	Net (gain) / loss on foreign exchange transactions	(1,871)	(1,849)	(2,128)
	Total gains/ (losses)	(1,871)	(903)	2,752

Note 25: Output from Non-government Suppliers				
	<i>Output Group</i>	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Appropriation - NGS Outputs			
	NGS 1 - Organize, Administer and Execute the Cayman Islands Fishing Tournament	31	32	33
	NGS 2 - Legal Aid Services	2,500	2,500	2,371
	NGS 3 - Organization of Batabano Festival	20	21	21
	NGS 4 - HIV/AIDS and First Aid Public Education Programmes	22	25	25
	NGS 6 - Anti-Substance Abuse Programmes	0	0	21
	NGS 7 - Management of Small Business Development	259	270	277
	NGS 20 - Employee Assistance Programme	126	126	126
	NGS 24 - Spaying and Neutering of Dogs and Cats	19	19	14
	NGS 25 - Teaching of Tertiary Education Courses	90	90	90
	NGS 26 - Organization of the Miss Cayman Committee Pageant	50	0	0
	NGS 27 - Supervision of Pre-School Children	54	54	54
	NGS 34 - Primary and Secondary Education by Private Schools	1,530	1,530	1,529
	NGS 38 - Services for Refugees	270	465	378
	NGS 47 - Mentoring Cayman Programme	9	10	10
	NGS 53 - Palliative Care Nursing	51	56	56
	NGS 54 - Social Marketing for Prevention of HIV/AIDS	45	50	50
	NGS 55 - Tertiary Care at Various Local and Overseas Institutions	11,444	15,333	15,334
	NGS 57 - Gardening Projects and Landscaping	3	4	4
	NGS 58 - Elite Athletes Programme	158	193	241
	NGS 59 - Youth Development Programmes	32	67	36
	NGS 60 - Sports Programmes	735	712	709
	NGS 61 - Other Sports and Cultural Programmes	96	56	56
	NGS 63 - School Lunch and Uniform Programmes	477	477	477
	NGS 64 - Care of the Indigent, Elderly and Disabled Persons	1,400	1,400	1,279
	NGS 65 - General Programmes and Children Services	117	117	117
	NGS 66 - Foster Care for Children	225	225	225
	NGS 67 - Community Programmes	116	116	116
	NGS 68 - Rental Accommodation for Persons in Need	1,600	1,600	1,570
	NGS 70 - Burial Assistance for Indigents	150	150	133
	NGS 71 - Support for Battered Women and Children	300	300	300
	NGS 72 - Therapeutic Services for Young Persons	25	25	2
	NGS 74 - Preservation of Natural Environments and Places of Historic Significance	620	470	214
	NGS 76 - Autism Diagnostics and Sexual Trauma Recovery Programme	29	45	43
	NGS 77 - Music Therapy Services	60	60	60
	NGS 79 - K9 Security Services	32	32	16
	NGS 80 - Elite Athletes Transfer Programme	0	23	0
	NGS 81 - Young Nation Building Fund - Transition Funding	0	42	0
	Total	22,695	26,695	25,987

Note 26: Transfer Payments				
	<i>Output Group</i>	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Appropriation - Transfer Payments			
	TP 12 - Tourism Scholarships	615	615	597
	TP 13 - Miss Cayman Scholarship	20	20	2
	TP 27 - Pre-School Educational Assistance	714	714	703
	TP 30 - Local and Overseas Scholarships and Bursaries	10,763	10,763	9,242
	TP 41 - Poor Relief Payments	6,260	6,260	6,049
	TP 43 - Poor Relief Vouchers	1,500	1,500	1,468
	TP 44 - Temporary Poor Relief for Young Parents Programme Students	30	30	18
	TP 45 - Youth After Care Payments	60	60	22
	TP 46 - Emergency Relief Payments	30	20	17
	TP 47 - Ex-Gratia Benefit Payments to Seamen	5,100	5,430	5,401
	TP 48 - Ex-Gratia Benefit Payments to Ex-Servicemen	1,129	1,221	1,246
	TP 49 - Youth Programmes and Other Non-Governmental Organizations	152	216	179
	TP 50 - Pre-School Assistance	150	150	122
	TP 51 - Other Educational Assistance	249	233	223
	TP 52 - Young Nation Builders Scholarships	1,433	2,250	3,631
	TP 53 - Other Youth, Sports and Cultural Programme Assistance	400	425	627
	TP 55 - Interest on Loans - Public Servants	2	8	16
	TP 56 - Employment Initiatives	652	563	440
	TP 57 - Children and Family Services Support	582	582	579
	TP 58 - Support for Services at the Red Cross	70	70	59
	TP 60 - Housing Assistance	0	148	705
	TP 61 - Student Enrichment and Support Services	555	555	553
	TP 63 - Support to Local Business Associations	100	65	0
	TP 64 Law Enforcement Equipment and Services	0	160	323
	TP 66 - Sister Islands Home Repairs Assistance	100	375	0
	TP 67 - Sports and Cultural Tourism Programmes Assistance	439	439	0
	TP 69 - Support for the Bridge Foundation	60	60	0
	TP 70 - Athlete Development Programme	119	0	0
	Total	31,284	32,932	32,222

Note 27: Other Executive Expenses (OE's)				
	<i>Output Group</i>	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Appropriation - OE's			
	OE 1 - Personal Emoluments for the Judiciary	2,198	2,068	4,058
	OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	3,252	3,252	2,957
	OE 3 - Personal Emoluments for the Financial Secretary	0	0	182
	OE 4 - Judiciary Expenses	651	501	536
	OE 5 - Constituency Allowance	654	632	449
	OE 6 - Contribution to Caribbean Financial Action Task Force	150	30	30
	OE 9 - Caribbean Economic Community (CARICOM) Fees	168	152	147
	OE 10 - Caribbean Regional Technical Assistance Centre (CARTAC)	0	0	10
	OE 11 - Subscription to Caribbean Examinations Council	13	13	11
	OE 12 - University of the West Indies Membership Levy	161	103	103
	OE 14 - Caribbean Food and Nutrition Institute Subscription	3	3	3
	OE 15 - Pan American Health Organisation Subscription	18	18	11
	OE 16 - Caribbean Health Research Council Subscription	5	5	5
	OE 17 - Caribbean Epidemiology Centre Subscription	15	15	10
	OE 19 - Ex-Gratia Recipients Plan Payments	1,200	1,200	1,000
	OE 25 - Settlement of Court Order	37	110	105
	OE 26 - Personal Emoluments for the Attorney General	180	180	181
	OE 27 - Past Service Pension Liability Payments	11,400	11,400	16,888
	OE 43 - Depreciation of Judicial Executive Assets	96	92	0
	OE 48 - Depreciation of the Portfolio of Civil Service Executive Assets	170	180	139
	OE 54 - Caribbean Catastrophe Risk Insurance Facility – Annual Premium	500	500	803
	OE 57 - Executive Bank Charges	41	27	55
	OE 63 - Caribbean Dev Bank Contribution -Special Development Fund	0	0	127
	OE 65 - Court of Appeal Expenses	554	431	340
	OE 66 - United Nations Caribbean Environmental Program	8	8	8
	OE 71 - Commonwealth Parliamentary Association	95	95	95
	OE 77 - Depreciation of Planning, Lands, Agriculture, Housing and Infrastructure Executive Assets	9,694	9,694	0
	OE 78 - Depreciation of Ministry of Home and Community Affairs Executive Assets-Community Affairs	27	27	139
	OE 81 - World Anti-Doping Agency	6	6	3
	OE 82 - Regional Anti-Doping Organization	4	4	4
	OE 86 - Compensation	402	519	531
	OE 87 - Default on Paloma Government Guaranteed Loan Scheme	10	70	77
	OE 88 - Air Safety Support International	0	0	147
	OE 89 - Voluntary Separation Package	0	456	0
	OE 91 - Depreciation of Ministry of District Administration, Tourism and Transport Executive Assets	173	734	0
	OE 92 - Settlement of Government Guarantees	937	0	298
	Other Operating Expenses	57	23	197
	Total	32,879	32,548	29,649
	OE categorisation			
	Personnel Costs	18,230	18,100	25,266
	Depreciation	10,160	10,727	278
	Other executive expenses	4,489	3,721	4,105
	Total OE's	32,879	32,548	29,649

Note 28: Reconciliation of net cash flows from operating activities to surplus/(deficit)				
	Description	Budget 2014/15	Forecast 2013/14	Unaudited Actual 2012/13
	Surplus/(deficit) from ordinary activities	128,030	108,144	59,508
	Non-cash movements			
	Depreciation and Amortisation	48,172	47,670	43,872
	Impairment	400		
	(Gain)/losses on sale of property plant and equipment	0	946	4,880
	Changes in current assets and liabilities:			
	(Increase)/decrease in other current assets	5,623	(2,892)	5,521
	Increase/(decrease) in other current liabilities	4,767	(20,782)	8,748
	Net cash flows from operating activities	186,992	133,086	122,529