CAYMAN ISLANDS
GOVERNMENT

ANNUAL PLAN & ESTIMATES

2015/16

THE YEAR ENDING
30 JUNE 2016

ANNUAL PLAN AND ESTIMATES

YEAR ENDING 30 JUNE 2016

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

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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 2015/16 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 2015 to June 2016) Bill, 2015.

The Annual Plan and Estimates summarises the planned actions and financial performance at an overall Government level. The performance expected of individual Government agencies, Public Entities 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 2015/16 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 2015/16 financial year.

Ownership Agreements, which specify the ownership performance the Government expects of each Statutory Authority and Government Owned Company during 2015/16.

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, purchase/development of assets and loans made.

Section B contains the Estimates of Appropriations for the 2015/16 financial year. These appropriations are to Cabinet and are the responsibility of the assigned Minister or Official Member. The 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 2015/16 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 operating 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 at which the expenditure is committed) not when the cash flows out (which is reported in the Statement of Cash Flows). Expenses payable but not yet paid are recorded in the 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 or impairment in the value of assets is also recorded as an accrual expense, as are increases in certain liabilities (such as the unfunded public service pension liability).

SECTION A

ANNUAL PLAN FOR 2015/16 FINANCIAL YEAR

2. OVERVIEW OF OUTCOMES FOR 2015/16

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

A Strong, Thriving and Increasingly Diverse Economy;

A Work-ready and Globally Competitive Workforce;

A More Secure Community;

A More Efficient, Accessible and Affordable Public Service;

Modern, Smart Infrastructure;

A Fit and Healthy Population;

A Centre of Excellence in Education;

A Culture of Good Governance;

Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics;

Conservation of our Biological Diversity and Ecologically Sustainable Development;

A Robust Agriculture Sector Suited to the Needs and Resources of the Country; and

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

a) Improve the public transport system by:

   i. Completing public restrooms and introducing seating at George Town Bus Depot;
   ii. Increasing taxi, tour and omnibus permits, and extending operating hours for taxi and omnibus operators;

b) Implement Regulatory Framework Enhancements for upcoming assessments and reviews by international standard-setting bodies; such as the IMF Financial Sector Assessment Program review in 2017;

c) Continue the preparatory work necessary for the fourth round of Mutual Evaluation in which the Cayman Islands' Anti- Money Laundering/Counter Terrorist Financing framework would be assessed for technical compliance with, and effective implementation of, international standards as set out in the revised Financial Action Task Force 40 Recommendations. The Cayman Islands fourth mutual evaluation is scheduled for the fourth quarter of 2017;

d) Encourage collaboration between the Cayman Islands Turtle Farm and other local attractions, with entities and entrepreneurs in the tourism industry (such as tour bus companies, water sports companies and hotels) to offer visitors "packages" thereby producing additional positive impact on the island's economy and employment;

e) Continue to grow the CI Aircraft Registry, and continue to compete effectively in the highly competitive global marketplace;

f) Implement strategy for marketing new products that can be listed and traded on the Cayman Islands Stock Exchange locally and internationally, in particular, the new rules for shipping and mining companies;

g) Implement a robust, efficient regime for the registration of Corporate and Vital Information and the Licensing of Businesses;

h) Improve the services of the General Registry by providing online services for all registers; providing information on the department's website in other languages; and creating direct registration in the Cayman Islands;

i) Create effective local stakeholder engagement on the framework for local commercial activity and improving the viability of small and micro enterprises;

j) Improve the ease with which investors pursue business opportunities in the Islands;

k) Create a system to address issues relating to anti-competitive practices in the local industry;

l) Ensure that the Cayman Islands continues to meet current and evolving international standards affecting the financial services industry including those standards set by the FSB, OECD Global Forum and other international standard setting bodies; and

m) Further invest in research initiatives – economic contribution of OFCs – and other key macro areas that support Cayman's positioning; and publicize programs which support the image and reputation of the Cayman Islands' financial services industry.

BROAD OUTCOME 2: A WORK-READY AND GLOBALLY COMPETITIVE WORKFORCE

a) Improve employability of unskilled or semi-skilled members of the workforce by providing programmes that increase their job skills and literacy levels, prepare them for suitable careers, and provide therapeutic support as they transition into employment;

b) Develop legislation to underpin the work of the National Workforce Development Agency;

c) Develop and implement a National Apprenticeship Programme;

d) Expand the National Internship Program providing opportunities for young people to gain valuable work-experience and build employability skills;

e) Establish a National Training Council to support the development, coordination and management of Technical and Vocational Education and Training (TVET) in the Cayman Islands;

f) Establish registration standards and reporting requirements for private employment agencies; likewise, enact quality assurance frameworks for training institutions;

g) Deliver human capital development initiatives focused on the training, development, retooling and up skilling of job seekers to facilitate access, retention and progression of employment;

h) Deliver an effective mechanism for connecting job seekers with employment opportunities, by facilitating transparency in the work permit process via collaborative efforts of the National Job Link Programme, Immigration, and other key Government entities;

i) Increase enrolment at the School of Hospitality Studies to approximately 35 students.

BROAD OUTCOME 3: A MORE SECURE COMMUNITY

a) Continue to expand implementation of the crime reduction strategy considering short as well as medium term solutions relevant to early intervention to reduce re-offending, increase enforcement and situational prevention;

b) Provision of social work and community development services to vulnerable children and families in order to strengthen community ties and build stronger family bonds;

c) Systematically restructure the child protection services offered by the Department of Children & Family Services to ensure compliance with the provisions of the Children Law, (2012 Revision) and Regulations;

d) Conduct an analysis of all public agencies involved with the continuum of care of children and families to develop a comprehensive strategy to proactively address and treat the identified issues;

e) Continued development and enhancement of family programmes and treatment services to reduce risk factors and increase protective factors. Address issues such as trauma, grief, depression and anxiety, substance abuse or co-occurring disorders, thereby preventing further escalation in crime;

f) Significantly enhance the rehabilitation of offenders to help them become contributing members of society;

g) Implement a comprehensive training and development programme for law enforcement and public safety; and

h) Continually strive to identify weaknesses and threats to the on-going provision of high quality fire and rescue services, and upon such issues in a prompt, efficient and economically responsible manner.

BROAD OUTCOME 4: A MORE EFFICIENT, ACCESSIBLE AND AFFORDABLE PUBLIC SERVICE

a) Improve e-Government by developing and implementing a plan to significantly increase e-Government services;
b) Develop and implement e-filing for the Banking, Insurance and Fiduciary areas of the Monetary Authority;
c) Implement an electronic filing and payment system for Director Registration and Licensing;
d) Enhance the quality of public communications and public media services by developing and implementing a public service communications strategy;
e) Improve the intelligence and information sharing capabilities within law enforcement;
f) Expand provision of value added services for customers of postal services;
g) Further develop the infrastructure of the Civil Service College;
h) Launch and Develop additional online learning programmes in the civil service;
i) Continue Development of the Professional Diploma Programme for the Uniform Branches; and
j) Introduce Airport Concierge Services: Implement new government products and services with potential to support the attraction of inward investment (after evaluation of 6 month pilot programme).

BROAD OUTCOME 5: MODERN, SMART INFRASTRUCTURE

a) Implement the first National Solid Waste Management Strategy and the Integrated Solid Waste Management System (ISWMS), following proper procurement processes as per the Framework for Fiscal Responsibility;

b) Investigate the possibility of introducing a Landfill tipping fee, for waste brought in from private companies/ citizens; this would include a review and subsequent amendments to Public Health Regulations;

c) Review the management and operation of cemeteries, and possibly implement appropriate legislation as necessary;

d) Introduce Cruise Berthing for visitors to Grand Cayman. The next steps of the project will involve finalizing a financial transaction structure, and securing sufficient design development plans and physical specifications in order to proceed with a best practice and best value for money procurement process.;

e) Develop a strategic plan to diversify the sources of energy available to the Grand Cayman electrical grid, in a manner that stabilizes and reduces energy costs in the longer term, and potentially creates a vibrant new business sector;

f) Reduce ground water infiltration by using a CCTV system to identify and repair sewer mains and rehabilitation of manholes;

g) Extend the existing Wastewater collection system into Governor's Harbour and connect all residents in the area to the public sewerage system;

h) Create distinct zones for the Water Authority whereby the net inflow can be compared against the water sales to strategically identify problem areas within the distribution system and reduce non-revenue water;

i) Complete the widening of the Linford Pierson Highway from Bobby Thompson Way to Crewe Road;

j) Complete the widening of Smith Road from Huldah Avenue to Hospital Road;

k) Upgrade Government information technology infrastructure network resilience, Internet and electronic transaction security, making Government less susceptible to loss of revenue and productivity, as a result of damage to computing equipment; and

l) Leverage technology to improve efficiency and effectiveness.

BROAD OUTCOME 6: A FIT AND HEALTHY POPULATION

a) Continued development and enhancement of family programmes and treatment services to reduce risk factors, increase protective factors, and address issues such as trauma, grief, depression, anxiety, substance abuse or co-occurring disorders, thereby improving the health and wellbeing of society

b) Promote and conduct Public Education on the community's responsibility towards the elderly and disabled to improve and strengthen their quality of life;

c) Develop action plans for the implementation of the National Sports Policy;

d) Continue to review and improve facilities where required to meet the needs of the community as well as foster and promote sports tourism;

e) Work with National Sports Associations to develop strategic plans, to improve the quality and increase the quantity of physical education in schools, in line with long term athlete development principles;

f) Review and determine the feasibility of a long-term residential mental health facility for the Cayman Islands; and

g) Create new legislation for:

  - **i.** the Cancer Registry Bill,
  - **ii.** Nursing Legislation, and
  - **iii.** Human Tissue Transplant Regulations.

BROAD OUTCOME 7: A CENTRE OF EXCELLENCE IN EDUCATION

a) Develop and initiate a new legislative framework for Education- to provide our children with a world-class education system, and position them for success in further learning, employment and life;

b) Introduce an enhanced governance model for education, which creates new levels of partnership with parents, the community, and the private sector. This will entail more devolved responsibilities and greater accountability among all stakeholders;

c) Continue with the completion of the new John Gray High School;

d) Fully implement the Cayman Islands early childhood curriculum framework and the Education Council guidelines for early childhood care and education centres (2013);

e) Continue to implement targeted literacy and numeracy interventions to assist students who are at-risk of performing below expected levels;

f) Formalise and implement a public-private-partnership strategy for the re-opening of the historic Library building as a cultural centre;

g) Promote and grow the School for Hospitality Studies;

h) Expand the curriculum of the Cayman Islands Law School (CILS) to introduce the LLM degree programme in International Finance: Law and Regulation, in order to maintain the school's track record as a reputable institution for tertiary education;

i) Maintain the National Gallery as a leading education facility and resource in the Cayman Islands;

j) Provide high quality outreach programs to different sectors of the community which is inclusive, accommodates marginalized members of the community and includes the concept of art therapy (where appropriate) ; and

k) Assist in the establishment of secondary and tertiary level arts education in the Cayman Islands in order to encourage the development of local artists.

BROAD OUTCOME 8: A CULTURE OF GOOD GOVERNANCE

a) Institute a Travel Policy for Ministers and for Statutory Authorities and Government Owned Companies;

b) Strengthen the Department of Labour and Pensions so as to provide more effective and efficient mechanisms for managing compliance and enforcement of private sector pension and labour matters;

c) Support the finalisation and effective implementation of new amendments to the Labour Law, the National Pensions Law, the Pensions Investment Regulations and the General Regulations;

d) Implement a Minimum Wage Regime in the Cayman Islands;

e) Through the Monetary Authority, formalize regularly scheduled meetings with key private sector groups such as Cayman Finance, AIMA, CISPA, Bankers Association, Insurance Managers Association, STEP and Director's Association;

f) Continue improving the quality and variety of statistical resources to support economic planning and policy analysis, specifically by conducting Labour Force Surveys twice a year rather than once a year starting in 2015; and

g) Also conduct a new household budget survey in 2015 that will be used for updating the current Consumer Price Index (CPI) basket which is now 6 years old.

BROAD OUTCOME 9: SUSTAINABLE DEVELOPMENT IN CAYMAN BRAC AND LITTLE CAYMAN WITH SENSITIVITY TO THE ISLANDS' UNIQUE CHARACTERISTICS

a) Complete fourth changing room, track, and swimming pool at Cayman Brac Sports Complex, to encourage sports tourism on Cayman Brac;

b) Complete works to convert the Bluff hurricane shelter site into a new Cayman Brac High School campus, to replace the present campus;

c) Improve scheduled air service to Cayman Brac using large turboprop aircraft;

d) Complete terminal expansion at Charles Kirkconnell International Airport. This terminal expansion will allow for international flights into Cayman Brac;

e) Continue the installation of various size water mains along the North Coast (from West End Crossroads to District Administration Building);

f) Continue work on the Bluff site, to carry out preliminary hydrogeological investigations to construct a new water production/storage/distribution facility;

g) Continue to market and promote the Sister Islands, particularly Cayman Brac, as a prime destination for tourists and businesses;

h) Continue to expand and upgrade the Sister Islands Road Network;

i) Expand and upgrade historical sites and nature trails;

j) Continue developing and promoting Eco-Tourism;

k) Enhance the programme for domestic tourism and cruise passenger day tours from Grand Cayman;

l) Expand anti-drug campaigns, awareness and interdiction programmes;

m) Continue upgrading cemetery pier and related park facility;

n) Expand and improve sporting facilities and activities in the Sister Islands;

o) Expand and upgrade the public beach facilities in Cayman Brac; and

p) Expand cemetery space in Little Cayman and in the Creek community in Cayman Brac.

BROAD OUTCOME 10: CONSERVATION OF OUR BIOLOGICAL DIVERSITY AND ECOLOGICALLY SUSTAINABLE DEVELOPMENT

a) Continue researching optimal control methods for Aedes Aegypti, the Vector for dengue fever and Chikungunya;

b) Contribute to the conservation of sea Turtles in the wild around the Cayman Islands, by resuming annual releases of Turtles as soon as the appropriate tests and sample collections are completed;

c) Continue Implementation of the National Conservation Law;

d) Finalise and agree proposals for an enhanced system of marine parks for the Cayman Islands;

e) Complete implementation of the Endangered Species Trade and Transport Law (2004); and

f) Continue implementation of the National Biodiversity Action Plan.

BROAD OUTCOME 11: A ROBUST AGRICULTURE SECTOR SUITED TO THE NEEDS AND RESOURCES OF THE COUNTRY

a) Develop the national food and nutrition security policy and strategic plan 2016;

b) Develop a Land lease to farmers policy;

c) Seek to host the Caribbean week of Agriculture in 2016; and

d) Provide financial assistance to Farmers for the importation of livestock.

BROAD OUTCOME 12: EQUITY AND JUSTICE IN A SOCIETY THAT VALUES THE CONTRIBUTION OF ALL

a) Finalize the Cayman Islands Disability Policy and its implementation planning;

b) Ensure that the needs of disabled persons in our communities are met by amending or implementing legislation, enhancing infrastructure and implementing other measure such as;

   i. National Register of Persons with Disabilities.
   ii. National Resource Centre for Persons with Disabilities.
   iii. Creation and operation of a 'National Council for Persons with Disabilities' with a supporting Secretariat to champion disability interests;
   iv. Development of a public education campaign to promote the inclusion of persons with disabilities; and
   v. Provide supported living programmes for persons with disabilities to ensure the achievement of the highest level of independence possible;

c) Develop a National Policy on the Elderly to ensure the rights of the elderly are protected and their needs are addressed in our community;

d) Undertake a collaborative research project on gender issues in education, in particular the underperformance of boys and young men in the education system;

e) Document the Women's Universal Suffrage Movement in the Cayman Islands;

f) Continue to work towards extension of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) to the Cayman Islands;

g) Continue to promote gender equality and provide awareness of the Gender Equality Law and CEDAW through training and communications; and

h) Implement the National Youth Policy, and construct Youth Development Indicators to lead data driven strategies for youth development.

3. OVERVIEW OF KEY POLICY ACTIONS FOR 2015/16

The specific policy actions that the Government intends to pursue during 2015/16 to support the achievement of the twelve broad outcomes.

These policy actions fall into four broad categories:

1. Legislative Measures;
2. Purchase of Outputs;
3. Making of Transfer Payments; and
4. Ownership Actions (which includes):
    - i. Equity Investments
    - ii. Executive Assets
    - iii. Granting of loans
    - iv. Issuing of Guarantees

4. REVISED FORECAST FINANCIAL RESULTS FOR 2014/15

A summary of the 2014/15 revised forecast financial statements of the Core Government is provided in Table 1 below.

TABLE 1

Summarized 2014/15 Revised Forecast Financial Statements

Financial Measure	Core Government		Entire Public Sector	
	2014/15 Forecast %000s	**2014/15 Budget $000s**	**2014/15 Forecast $000s**	**2014/15 Budget $000s**
Operating Statement:				
Operating Revenue	660,222	657,773	880,858	872,655
Operating Expenses	(510,220)	(508,313)	(712,531)	(710,903)
Financing Expenses	(28,518)	(28,525)	(33,721)	(33,722)
Core Government Surplus	**121,484**	**120,935**	**134,606**	**128,030**
Net Surplus in Investments in Public Authorities	13,122	7,095	0	0
Entire Public Sector Net Surplus	**134,606**	**128,030**	**134,606**	**128,030**
Balance Sheet :				
Borrowings (balance at year end)	523,412	523,482	632,084	632,562
Net Worth at 30th June 2015	1,558,238	1,594,165	1,558,238	1,594,165
Cash Flow :				
Net Operating Cash Flows	162,233	152,191	167,312	186,992
Net Investing Cash Flows	(41,135)	(44,290)	(36,762)	(43,260)
Net Financing Cash Flows	(25,362)	(25,378)	(40,500)	(40,516)
Net Increase in Cash	**95,736**	**82,523**	**90,050**	**103,216**
Opening Cash Balance (@ 1st July 2014)	**173,901**	**173,602**	**281,220**	**254,040**
Closing Cash Balance (@ 30th June 2015)	**269,637**	**256,125**	**371,270**	**357,256**

Forecast Surplus from Operating Activities

The forecast operating surplus for the 2014/15 fiscal year is $134.6 million. This forecast is based on known circumstances and policies existing as at 31st March 2015. The forecast surplus of $134.6 million is a $6.6 million improvement on the $128.0 million envisaged in the 2014/15 approved budget.

Forecast Operating Revenues

The Government is forecast to earn $660.2 million in total revenue for 2014/15. This amount is $2.4 million higher than the $657.8 shown in the original budget. Planned revenue from the “proceeds of liquidated entities”, budgeted at 12.96 million during 2014/15 did not materialise. An amendment to the Public the Public Management and Finance Law planned for 2015/16, will allow for the recognition of this revenue in 2015/16.

The above non-recognition in 2014/15 was compensated by higher revenues from “Stamp Duty on Land Transfer” ($10.2 million); “Other Import Duty” ($2.1 million); and “Annual Permanent Resident Work Permit Fees” ($1.7 million).

Forecast Operating Expenses

The forecast operating expenses for the core Government is expected to be $538.7 million for 2014/15. This amount is $1.9 million higher than the original budget of $536.8 million.

Savings of $9.5 million is forecasted for personnel costs. This was achieved through restrained recruitment efforts and natural staff attrition. Savings in Personnel Costs were offset by higher than anticipated expenditures for the provision of overseas medical care for indigents ($5.6 million); Supplies & Consumables ($2.2 million); higher levels of depreciation ($1.9 million); and the care and custody of irregular migrants ($1.1 million).

Performance of Statutory Authorities and Government Owned Companies

Statutory Authorities and Government Owned Companies are forecast to have a net operating surplus of $13.1 million for the fiscal year ending 30th June 2015. This amount is $6 million more than the $7.1 million shown in the original 2014/15 Budget. Agencies forecasted to perform better than expected include: The Cayman Islands Airports Authority ($1.6 million); Health Services Authority ($1.6 million); CINICO ($1.5 million); and Cayman Airways ($1.0 million).

Forecast Cash Position

The core Government is forecasted to have bank account balances totalling $269.6 million for fiscal year ending 30th June 2015. This amount is $13.5 million more than the $256.1 million shown in the 2014/15 Budget. The improved forecast bank balance is primarily due to the higher than expected operating performance. The forecast closing cash position consists of an anticipated $142.9 million in the operating bank account and $126.7 in restricted and reserves accounts.

Compliance with Principles of Responsible Financial Management

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 as at 30th June, 2015. The table below details the level of compliance with all principles as specified in Section 14 and in schedule 6 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 2014/15	**Approved 2014/15 Budget**
Operating Surplus : should be positive	Complies	Complies
(Operating surplus = core government operating revenue – core government operating expenses)	Surplus = $134.6 million	Surplus = $128.03 million
Net Worth: should be positive	Complies	Complies
(Net worth = core government assets – core government liabilities)	Net Worth = $1.558 billion	Net Worth = $1.594 billion
Borrowing: Debt servicing cost for the year should be no more than 10% of core government revenue	**Does Not Comply**	**Does Not Comply**
(Debt servicing = interest + other debt servicing expenses + principal repayments for core government debt, public authorities debt and self-financing loans)	Debt servicing = 13.8 %	Debt servicing = 11.3 %
Net Debt: should be no more than 80% of core government revenue	Complies	Complies
(Net debt = outstanding balance of core government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of statutory authority/government company guaranteed debt - core government liquid assets)	Net debt = 61.0 %	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 = 59.3 days	**Does Not Comply** Cash Reserves = 43.3 days
Financial risks should be managed prudently so as to minimize risk	Complies	Complies
	Insurance cover exists for all government buildings, vehicles and major potential liabilities.	Insurance cover exists for all government buildings, vehicles and major potential liabilities.
	Hurricane Preparedness Strategy in place.	Hurricane Preparedness Strategy in place.

5. FINANCIAL FORECAST FOR 2015/16

The Government's financial forecasts for 2015/16 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 2015/16 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's 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 2015/16 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 2015/16 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 2015/16 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 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 of Statutory Authorities and 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 2015/16 financial year is provided in Table 3 below.

Table 3

Summary of 2015/16 Forecast Financial Statements

Financial Measure	**Core Government**		**Entire Public Sector**	
	2015/16 Budget $000s	**2014/15 Forecast $000s**	**2015/16 Budget $000s**	**2014/15 Forecast $000s**
Operating Statement:				
Operating Revenue	661,243	660,222	888,432	880,858
Operating Expenses	(525,201)	(510,220)	(735,426)	(712,531)
Financing Expenses	(27,604)	(28,518)	(31,686)	(33,721)
Core Government Surplus	**108,438**	**121,484**	**121,320**	**134,606**
Net Surplus in Investments in Public Authorities	12,882	13,122	0	0
Entire Public Sector Net Surplus	**121,320**	**134,606**	**121,320**	**134,606**
Balance Sheet :				
Borrowings (balance at year end)	503,409	523,412	593,255	632,084
Net Worth at 30th June	1,700,953	1,558,238	1,700,953	1,558,238
Cash Flow :				
Net Operating Cash Flows	139,640	162,233	172,071	167,312
Net Investing Cash Flows	(47,662)	(41,135)	(81,981)	(36,762)
Net Financing Cash Flows	(20,003)	(25,362)	(33,705)	(40,500)
Net Increase in Cash	**71,975**	**95,736**	**56,385**	**90,050**
Opening Cash Balance (@ 1st July)	**269,637**	**173,901**	**321,270**	**281,220**
Closing Cash Balance (@ 30th June)	**341,612**	**269,637**	**427,655**	**371,270**

Financial Performance Forecast for 2015/16

For 2015/16, the Government plans to earn operating revenue of $661.2 million, incur operating expenditures of $525.2 million and Financing Expenses of $27.6 million. This results in a forecast core Government surplus of $108.4 million. The result of the core Government, when added to the $12.9 million forecast operating surplus of Statutory Authorities and Government Owned Companies, results in an overall net surplus position of $121.3 million for the entire public sector.

The 2015/16 revenue forecast does not include any new revenue measures. The forecast amount of $661.2 million consists of $628.2 million in coercive revenue and approximately $33 million in entity revenue. This revenue forecast takes into account a full 12 months of reduced duty on diesel imported for the generation of electricity as well as a further planned decrease of $0.25 per gallon starting in January of 2016. The Forecast also includes the continuation of various economic incentives aimed at assisting small businesses.

The forecast operating expenses of $525.2 million (excluding Financing Expenses) include additional outputs to be purchased from Statutory Authorities and Government Owned Companies and a planned four percent cost of living adjustment for Civil Servants. Also included are increased provisions for Seamen, housing assistance and scholarships. These are explained in more details below.

Personnel costs are forecast to increase from $232.3 million in 2014/15 to $252.4 million for 2015/16. This increase results primarily from the planned 4% cost of living adjustment for Civil Servants in the 2015/16 fiscal year. This adjustment is expected to cost approximately $7.5 million. Other policy decisions which caused an increase in the personnel costs budget include: The planned re-grading of salaries for staff in various departments, increased staffing in strategic areas to increase service quality, as well as the full year impact of staff hired late in the 2014/15 fiscal year.

Supplies and Consumables expense is forecast to decrease marginally from $90.7 million in 2014/15 to $89.5 million in 2015/16. Notable decreases were in Supplies and Materials ($1.2 million), Lease of Property and Equipment ($1.0 million), and General Insurance ($0.8 million). These were slightly offset by a $0.7 million allocation to support e-Government initiatives; a $0.5 million increase in Recruitment and Training; a $0.4 million increase in building maintenance costs; and a $0.2 million increase for the printing of passports.

Outputs from Non-Government Output Suppliers are forecast to decrease from $29.6 million in 2014/15 to $22.8 million in 2015/16. Noteworthy are the provisions for medical care at overseas medical institutions (budgeted at $11.4 million for 2015/16) and the provision of Legal Aid (budgeted at $2.7 million for 2015/16).

Outputs from Public Entities are forecast to increase from $94.1 million in 2014/15 to $98.7 million in 2015/16. This is primarily due to: a $3.8 million increase in funding to the Cayman Islands Monetary Authority - arising from an expected decrease in third party revenues to the Authority in 2015/16 (resulting from a lower than anticipated yield from the annual fee payable with respect to Hedge Funds Directors); and a $1.8 million increase in outputs purchased from CINICO for Pensioners health coverage.

Transfer Payments (TPs) are forecast to increase from $31.3 million in 2014/15 to $32.6 million in 2015/16. This change is principally due to: a $0.9 million increase in Ex-Gratia Benefits to Seamen; a $0.7 million increase in Housing Assistance, along with increases in Tourism related scholarships ($0.2 million) and Needs Assessment Support ($0.3 million). These increases were partially offset by a decrease in Young Nation Builders scholarships

($0.8 million).

Net Surplus in Public Authorities is forecast to decrease slightly from $13.1 million in 2014/15 to $12.9 million in 2015/16. The performance of $13.1 million in 2014/15 was based on several favourable operating conditions such as lower fuel prices, increased passenger volumes and overall increase in economic activity. The 2015/16 forecast is slightly tempered on the basis that variable factors such as changes in international oil prices may result in increased upward pressure on operating costs.

Other Operating Expenses are forecast to decrease from $4.9 million in 2014/15 to $3.8 million in 2015/16. This is due primarily to a $0.9 million decrease in the Settlement of Government Guarantees.

6. COMPLIANCE WITH 2015/16 STRATEGIC POLICY STATEMENT

As required by the Public Management and Finance Law (2013 Revision), this section compares the Government's planned performance outlined in this Annual Plan and Estimates (including the financial forecasts provided in Section C) with the parameters established in the Strategic Policy Statement (SPS) for 2015/16, 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 2015/16 Strategic Policy Statement

Outcomes

The 2015/16 Strategic Policy Statement published on 26 November 2015 outlined the Government's twelve broad outcome goals and the related specific outcomes. The strategies, proposed legislation, and key policy actions included in the 2015/16 budget are consistent with these outlined in the 2015/16 SPS.

The relationship between the specific intervention measures and the broad outcomes the Government is seeking to achieve are outlined in section 2 of the Annual Plan and Estimates. These measures are consistent with those outlined in the 2015/16 Strategic Policy Statement.

Fiscal and Policy Strategies

The Government remains committed to its four key fiscal and policy strategies. These are: the modernization of our infrastructure; prudent fiscal management; the provision of an educated, work-ready populace; and the facilitation of private sector economic growth. The 2015/16 Budget outlines various measures to support these strategies and reflects the Governments' continued commitment to these key areas.

Aggregate Financial Targets

Table 4 provides a comparison of the financial forecasts for 2015/16 with the aggregate financial targets for the Core Government for 2015/16 as set out in the Strategic Policy Statement.

TABLE 4

Comparison of SPS Aggregate Targets and the 2015/16 Budget Forecast

CORE GOVERNMENT

Financial Measure	2015/16 Budget $000's	2015/16 SPS Target $000's	Variance (over)/ under $000's
Operating Targets			
Total Revenue	**661,243**	**661,224**	**19**
Total Expenses	**539,923**	**536,695**	**(3,228)**
Personnel Costs	252,366	250,513	(1,854)
Supplies and Consumables	89,529	88,580	(949)
Depreciation	27,268	26,942	(326)
Financing Expenses	27,604	27,602	(2)
Litigation Costs	560	0	(560)
Outputs from SAGC's	98,698	94,069	(4,629)
Outputs from Non-Governmental Suppliers	22,767	22,695	(72)
Transfer Payments	32,555	32,021	(534)
Other (Gains)/ losses	(2,382)	(1,883)	499
Other Operating Expenses	3,840	3,552	(288)
(Profit)/ Loss on SAGC's	(12,882)	(7,395)	5,487
Net Surplus (Deficit)	**121,320**	**124,529**	**(3,209)**
Balance Sheet Targets			
Borrowings (balance at year end)	503,409	503,470	(61)
Net Worth	1,700,953	1,693,972	6,981
Cash Flow Targets			
Net Cash Flows from Operating Activities	139,640	143,915	(4,275)
Net Cash Flows from Investing Activities	(47,662)	(42,211)	(5,451)
Net Cash Flows from Financing Activities	(20,003)	(20,018)	15
Net Movement in Cash	71,975	81,686	(9,711)
Closing Cash Balance	**341,612**	**337,812**	**3,800**
Ratios			
Debt Service Ratio (%)	9.9%	9.8%	0.1%
Net Debt Ratio (%)	45.5%	49.6%	(4.1%)
Cash Reserves (days)	94.7	96.3	(1.6)

Overall, the 2015/16 Budget compares favourably with the financial targets established by the 2015/16 Strategic Policy Statement (SPS). It shows that Government revenues will be consistent with SPS expectations, expenses will be marginally higher, and both the closing cash balance and the Government's overall net-worth are expected to be higher than the SPS envisaged. Importantly, the 2015/16 forecast shows that the Government will comply with all key principles of responsible financial management in 2015/16, as required by the Public Management and Finance Law (2013 Revision).

Net Operating Surplus

The forecast net operating surplus is $3.2 million lower than the $124.5 million target set by the Strategic Policy Statement. This lowered surplus is largely due to increased support to the Monetary Authority, increased healthcare cost for Civil Service Pensioners and early investments in efficiency initiatives such as e-Government.

Operating Expenditure

The $1.9 million negative variance in Personnel Costs is largely due to the re-grading of salaries for employees in certain Departments including H.M. Customs. It also includes additional support staff for the Needs Assessment Unit, the Judiciary and the Department of Education.

The $4.6 million negative variance in Outputs to be purchased from Statutory Authorities and Government Owned Companies is primarily due to a $3.8 million increase in funding to the Cayman Islands Monetary Authority – this is due to a lower than anticipated yield from the annual fee payable with respect to Hedge Funds Directors; and a $1.8 million increase in outputs purchased from CINICO for Pensioners health coverage.

The $0.9 million negative variance in Supplies and Consumables relates to planned initiatives in e-Government, printing of passports and additional operating expenses relating to education.

Compliance with Principles of Responsible Financial Management

Table 5 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 5

Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance 2015/16 Budget
Operating Surplus: should be positive (Operating surplus = core government operating revenue – core government operating expenses)	**Complies** Surplus = $121.32 million
Net Worth: should be positive (Net worth = core government assets – core government liabilities)	**Complies** Net Worth = $1.701 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)	**Complies** Debt servicing = 9.9%
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 = 45.5%
Cash Reserves should be no less than estimated executive expenses for 90 days: (Cash reserves = core government cash and other liquid assets)	**Complies** Cash reserves = 94.7 days
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 2015/16

The Cabinet intends to introduce a number of new legislative measures to the Legislative Assembly during the 2015/16 financial year. The major pieces of planned legislation are outlined below.

1. A Strong, Thriving and Increasingly Diverse Economy

PLANNED LEGISLATION	PURPOSE
Trade and Business Licensing Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action
Special Economic Zones Law	To provide for improved oversight of special economic zones through the Special Economic Zones Authority
Local Companies (Control) Law	Modernisation of licensing regime to keep in line with proposed changes to Trade and Business Licensing Law
Liquor Licensing Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action
Cinematograph Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action
Music and Dancing (Control) Law	Modernisation of licensing regime for local business; allowing for more effective enforcement action
Development Bank Law	Various operational issues to be addressed and to strengthen board governance
Limited Liability Companies Law	To provide for the formation and registration of exempted limited liability companies
Limited Liability Partnership Law	To provide for limited liability partnerships
Powers of Attorney Law	To correct long-standing deficiencies or technical errors in Trusts legislation
Property (Miscellaneous Provisions) Law	To correct long-standing deficiencies or technical errors in Trusts legislation
Trusts Law	To correct long-standing deficiencies or technical errors in Trusts legislation
Public Accountants Law	To provide a modernised system for the regulation of public accountants
Trademarks Law	To introduce a local framework for trademark registration
Copyright Law	To introduce a local framework for copyright protection
Auditors Oversight Law	Minor amendments identified, which are necessary for transitional provisions and operational considerations
Tourism Law	The Law is now 20 years old and needs updating to keep pace with changes in the Industry

2. A Work-Ready and Globally Competitive Workforce

PLANNED LEGISLATION	PURPOSE
Postal Law (1997 Revision) Postal Regulations (2007 Revision)	To update outdated services and fees as well as establish new services and fees in legislation
National Workforce Development Law	To underpin the work of the National Workforce Development Agency

3. A More Secure Community

PLANNED LEGISLATION	PURPOSE
Traffic Law, 2012	Amendments required to reflect the technology of motorized pedal cycle
The Traffic (Categorisation and 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)
The Traffic (Amendment) Regulations, 2013	Amendment to create a fee structure for the proposed two categories of pedal cycles.
Road Code (Amendment), 2013 Edition	Changes with the issue on entrance / exit and lane changes to roundabouts and other incidental amendments
Police Law and Regulations.; Firearms Authority Law	Address police complaints and Human Resource anomalies and staffing issues; increase good governance in relation to firearms matters
Prison Law and Regulations and Prison Rules (1999 Rev.)	To support the modernization of the Prison Service to keep pace with Human Rights, best practices in human resources and best practices in corrections.
National Drug Council	Modernise the NDC law to represent developments in Anti-Drug programme needs
Fire Brigade Law and Regulations and Associated Orders and Codes of Practice	Review the Fire Brigade Law and create Regulations, as well as revise Orders and Codes to ensure that they reflect current best practices in fire safety and prevention and meet current needs
Rehabilitation of Offenders Law and Regulations.	Revise Law and create Regulations to facilitate equitable employment and /or travel opportunities for ex-offenders, in support of offender re-entry/ rehabilitation
Disaster Preparedness and Hazard Management Law	Grant authority to conduct disaster management and preparedness response, as well as mitigation and recovery.
Immigration Amendments	Reform Work Permit requirements to improve administration efficiency and enforcement; address naturalization issues; execute duty of care and protect life of migrants; address prohibited immigrant issues; biometric data capture, storage and protection

4. A More Efficient, Accessible and Affordable Public Service

PLANNED LEGISLATION	PURPOSE
Stamp Duty Law	To update the property aspects of the Law, to remove anomalies and close specific Duty avoidance loopholes
Amendment to the Public Management and Finance Law	To improve the Government's Financial Management System
Amendment to the Financial Regulations	To improve the Government's Financial Management System
Amendment to the Customs Tariff Law	To amend and correct harmonized commodity descriptions, tariff codes, tariff rates and clerical typos
FOI Law Reform	Review and amend the FOI Law to improve exemptions, the appeal process, increasing the effectiveness of the ICO, to clarify roles and responsibilities where necessary, and improve procedural effectiveness of the Law
Procurement Law	To facilitate centralised procurement and to enhance value for money
Procurement Law	To introduce a framework that strengthens the Government's procurement structure, practices and policies

5. Modern, Smart Infrastructure

PLANNED LEGISLATION	PURPOSE
Pipeline Regulation	Safe installation and operation of pipelines
The Roads(Prohibited vehicles) Regulation(Petroleum)	Limiting the Transfer of Dangerous Substances in George Town on cruise ship days and work time traffic
The Dangerous Substances Handling and Storage (Operating Permits) Regulations	Safe operation of sites dealing in Dangerous Substances and fee collection
The Dangerous Substances Handling and Storage Law, 2003; and for incidental and connected purposes	To amend the DSH&S Law, 2003 to enable the issuing of remediation notices to operators and owners of sites storing dangerous substances
Roads Law (may include aspects of the Land Acquisition Law & the Development and Planning Law and Registered Land Law)	To update the Roads Law to reflect landowner's property rights under Bill of Rights in compulsory acquisition circumstances, to review the method of third party compensation determination, and to modernise the land acquisition process.
Traffic Law	In order to increase the efficiency and effectiveness of the Public Transport Industry.
Traffic (Public Passenger Vehicles) Regulations	In order to increase the efficiency and effectiveness of the Public Transport Industry.

6. A Fit and Healthy Population

PLANNED LEGISLATION	PURPOSE
Cancer Registry Law and Regulations	To provide for mandatory reporting on the incidence of cancers and the establishment of a cancer registry
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
Pharmacy Law Regulations	To provide for the improvement of pharmaceutical services and dealings in pharmaceutical products

7. Modern, Centre of Excellence in Education

PLANNED LEGISLATION	PURPOSE
Revise and update the Libraries Law	To further develop the Public Library Service as a critical community resource for educational needs and as an important component of the national workforce development and training agenda.

8. A Culture of Good Governance

PLANNED LEGISLATION	PURPOSE
Auditor General's Law	To align with new constitution and ensure the independence of the Office of the Auditor General
Public Service Pensions Law	Raise retirement age and various updates
Public Service Management Law	Raise retirement age and various updates
Public Authorities Law	To regulate Statutory Authorities and Government Companies

9. Conservation of our Biological Diversity and Ecologically Sustainable Development

PLANNED LEGISLATION	PURPOSE
Restricted Marine Areas (Designation) Regulations	Conservation of our Biological Diversity and Ecologically Sustainable Development

10. A Robust Agriculture Sector Suited to the Needs and Resources of the Country

PLANNED LEGISLATION	PURPOSE
Animals Law 2011 Revision	A Bill for a Law to control the movement of animals and animal-related items into and within the Cayman Islands; to prevent the introduction and spread of prescribed (animal) diseases within the Islands and from other countries; to ensure the safe and humane movement of animals to and from the islands; and for incidental and connected purposes

11. Equity and Justice in a Society that Values the Contributions of All

PLANNED LEGISLATION	PURPOSE
Gender Equality Law	Pursue amendments to the Gender Equality Law, 2011, and implement relevant recommendations from Law Reform Commission reports on Sexual Harassment and Stalking
Poor Persons Regulations	Regulations to embody the conditions under which poor relief will be awarded
Disabilities Bill	Promote, protect and ensure the full enjoyment of all human rights and fundamental freedoms by persons with disabilities on an equal basis with other persons; to establish the National Council for Persons with Disabilities; and for incidental and connected purposes
Marriage Law	To modernise the existing law
Prisons Inspections Law	To create bespoke legislation to ensure more robust inspection framework places of incarceration and compliance with the Bill of Rights

8. ECONOMIC OVERVIEW – CAYMAN ISLANDS ECONOMY

Introduction

In 2014, the domestic economy recorded its strongest growth since 2007, and is expected to sustain the same pace of expansion in 2015, conditional on the stable growth of demand for tourism services, modest growth in financial services and higher demand for construction services. This section presents the forecasts for FY 2015/16 to FY 2017/18 and their major assumptions along with a review of the domestic and global economic performance in 2014 and the current fiscal year forecasts.

World Economic Performance and Forecasts[1]

In 2014, global output increased by 3.4 percent, matching the rate of expansion of the last two years although lower than the performance in 2011. The advanced economies expanded by 1.8 percent, an improvement over the 1.4 percent growth recorded in 2013. The emerging market and developing countries continued to show the healthiest overall growth performance (4.6%), albeit at a lower rate in 2014, as compared to other regions of the world.

Global economic output is forecast to grow at 3.5 percent in 2015. The advanced economies which make up the Cayman Islands' main markets for financial and tourism services are projected to turn in higher economic performance, growing at 2.4 percent in 2015. However, growth prospect for the emerging market and developing economies is foreseen to be slower at 4.3 percent.

The United States, the single largest market of the country's trade in services, was estimated to have grown by 2.4 percent in 2014, an improvement from the 2.2 percent registered in 2013. A more vibrant domestic market benefitted from steady job creation and income growth, lower oil prices and improved consumer confidence. Economic growth was also influenced by higher non-residential investment which outweighed a decline in energy sector investment caused by lower oil prices. In 2015, forecast economic growth is placed at 3.1 percent.

In 2014, most of the advanced economies generally posted stronger economic performance with the exception of Japan which regressed by 0.1 percent. The Canadian economy strengthened with a 2.5 percent growth mainly due to increased exports.

Economic activity in the Euro area was revived in 2014 with a 0.9 percent growth following two consecutive years of contraction. Germany turned in a much improved performance with a 1.6 percent growth in 2014 compared to the preceding year. The economies of Italy, Finland and Cyprus declined in activity, while France, Spain, Greece, Portugal and Belgium posted improved growth rates. With the easing of financial market conditions and increased domestic demand, growth in the United Kingdom (UK) was higher at 2.6 percent in 2014 from 1.8 percent in 2013. Economic growth in 2015 is projected at 1.5 percent for the whole Euro area and 2.7 percent for the UK.

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[1] This assessment is based on the World Economic Outlook (International Monetary Fund, April 2015).

Emerging market and developing economies as a group expanded by 4.6 percent in 2014, lower than the 5.0 percent recorded in 2013. The Asian sub-region faced slower growth in domestic demand coupled with lower export demand from advanced economies. For 2015, the emerging market and developing economies are collectively expected to show a lower growth of 4.3 percent, as Russia is challenged with oil price declines and geopolitical stress while Brazil's growth prospect is expected to be constrained by tighter monetary conditions.

Table 1: Comparative Macroeconomic Forecasts (%)

				Forecasts	
	2012	**2013**	**2014**	**2015**	**2016**
Real GDP growth (%)					
Cayman Islands	1.2	1.4	2.1	2.1	2.2
United States	2.3	2.2	2.4	3.1	3.1
World	3.4	3.4	3.4	3.5	3.8
Consumer Prices Inflation (%)					
Cayman Islands	1.2	2.2	1.3	1.5	1.8
United States	2.1	1.5	1.6	0.1	1.0
Advanced economies	2.0	1.4	1.4	1.0	1.5
Unemployment Rate (%)					
Cayman Islands	6.2	6.3	4.7	4.7	4.6
United States	8.1	7.4	6.2	5.5	5.1
Advanced economies	8.0	7.9	10.2	9.7	9.3
Current account of the Balance of Payments (% of GDP)					
Cayman Islands	(21.7)	(23.6)	(23.1)	(20.2)	(22.1)
United States	(2.9)	(2.4)	(2.4)	(2.3)	(2.4)
Advanced economies	(0.1)	0.3	0.4	0.6	0.4

***Cayman Islands GDP and current account data for 2014 are preliminary estimates based on early indicators.**

Sources: IMF World Economic Outlook (April 2015) 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. In 2014, the local economy exhibited its strongest performance since 2007 with a 2.1 percent estimated growth in gross domestic product (GDP). Both domestic and external demand for goods and services underpinned this performance. Domestic demand expansion was fuelled by rising employment, higher GDP per capita and a rise in Caymanian and expatriate population, with the latter driven by an expansion in work permits. Robust external demand was experienced mainly in tourism-related industries (mainly hotels and restaurants) which positively impacted other services such as transport storage and communication, wholesale and retail, and utilities, real estate, renting and business services.

The hotels and restaurants sector outperformed the other sectors with an estimated 10.0 percent growth as a result of the uptrend in stay-over visitors, which grew by 10.8 percent.

Wholesale and retail trade sector had an estimated growth of 6.4 percent, bolstered by growth in non-oil and petroleum-related merchandise imports particularly consumption goods.

Growth in the transportation, storage and communication sectors was estimated at 4.6 percent. The expansion in this sector benefitted from a combination of growth in visitor arrivals – air arrivals and cruise visitors – coupled with higher volume of cargo transportation.

An increase of 1.4 percent was estimated for real estate, renting and business activities, led by the latter which was supported by a higher level of company registrations. The real estate sector traded more properties in 2014, albeit at a lower value.

The financing and insurance services contracted by an estimated 0.2 percent in 2014. Although insurance services grew by 1.1 percent, financing services was estimated to have contracted by 0.6 percent in view of the continuing softness in external markets and slightly lower level of domestic lending activity.

The GDP contribution of government services contracted by 0.7 percent due mainly to the combined effects of lower staff levels as the fiscal austerity measures continued in an effort to maintain sustainable fiscal prudence and in adherence with the Framework of Fiscal Framework (FFR)[2] which is now part of the Public Management and Finance Law (PMFL).

Based on the economic performance of 2014, estimated GDP growth for FY 2014/15 is placed at 2.1 percent. The latter also takes into consideration the updated global outlook as well as expected economic developments listed in the Economic Assumptions section of this report.

Inflation. Despite a rise in market demand, the increase in the consumer price index (1.3% for the calendar year 2014) was lower than the previous year's (2.2% for the calendar year 2013), supported by a downtrend in oil prices. The forecast inflation rate for FY 2014/15 is placed at 1.4 percent.

Most major categories in the CPI basket had lower inflation rates in 2014 compared to 2013 while a few registered declines (housing and utilities, clothing and footwear and health). The exemptions were restaurants and hotels, recreation and culture and household equipment and minor maintenance. The price index for hotels and restaurants went up by 4.5 percent in 2014 as room rates increased with strong demand for hotel rooms from stay-over visitors which pushed up the average price per room, in particular during the tourism high season. Recreation and culture goods and services were also on a general uptrend, particularly books, stationery and newspapers. The higher price index for household equipment and minor maintenance is traced mainly to routine maintenance services.

Employment. In 2014, the growth in GDP was accompanied by growth in the labour force by 2.8 percent which reached 39,582 persons. Work permits alone recorded an increase of 8.5 percent to 21,076.

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[2] An agreement between the Cayman Islands Government and Foreign Commonwealth Office (FCO) which is now embodied in the laws, that is, revised Public Management and Finance Law (PMFL) of the Cayman Islands.

Total employment increased by 4.5 percent to 37,723 persons, with non-Caymanian and Caymanian employment rising by 5.4 percent and 3.5 percent respectively. The unemployment rate fell to 4.7 percent, with both Caymanian and non-Caymanian unemployment rates falling to 7.9 percent and 1.5 percent respectively.

Conditional on the GDP growth projections for 2015, unemployment is expected to remain stable at 4.7 percent. The resulting forecast unemployment rate for FY 2014/15 is placed at 4.7 percent.

Current Account[3]. The country's current account deficit was estimated to have narrowed by 0.3 percent to $586.6 million, or 23.1 percent of GDP in 2014 due mainly to an increase in the inflow of funds arising from higher visitor expenditure, financial and business services.

Travel receipts during the period were estimated at $462.3 million, up by 12.8 percent due to strong growth in air arrivals and recovery in cruise visitors. Meanwhile, receipts from financial services were estimated at $398.1 million, up by 2.1 percent as new company registrations rebounded from the decline a year ago. On the other hand, outflow of workers' remittances is estimated to have grown as foreign employment increased.

In 2015, the current account deficit is forecasted to be lower at 20.2 percent of GDP, due to a further increase in receipts from tourism services. The resulting forecast for FY 2014/15 is projected to narrow slightly from 23.3 percent for 2013/14 to 21.6 percent of GDP as imports are likely to be outweighed by financial inflows mainly from tourism and related services.

Economic Assumptions and Forecasts for Financial years 2015/16 to 2017/18

GDP Growth. Overall economic growth of the Cayman Islands in the next three fiscal years is foreseen to be on an upward trajectory which is conditional on growth projection for the major source markets. The tourism sector and to a lesser extent financial and business services are expected to benefit from further improvement in the advance economies for the next three years. The most recent International Monetary Fund (IMF) projections for the advanced economies suggest acceleration in economic activity, with GDP growth of 2.4 percent in 2015 and 2016 from 1.8 percent in 2014. The US is also forecast to grow at slightly more robust pace of 3.1 percent in 2015 and 2016.

With the continued revival in local employment, domestic private consumption is expected to push growth upwards. Private investment, mainly for tourism-related facilities, is also seen to support growth, Government spending is constrained by the Framework for Fiscal Responsibility and is not expected to be a major economic growth driver, however, a few quasi-government agencies is expected to contribute with new construction projects.

The construction sector is expected to benefit over the medium-term from a number of projects. The new Kimpton Hotel and Condominiums on Seven Mile Beach and the redevelopment of the former Hyatt Beach Suites Hotel are some of the major projects currently being undertaken. On completion, these projects are expected to directly boost tourism services while generating indirect economic expansion in wholesale and retail, transport and the utility sectors.

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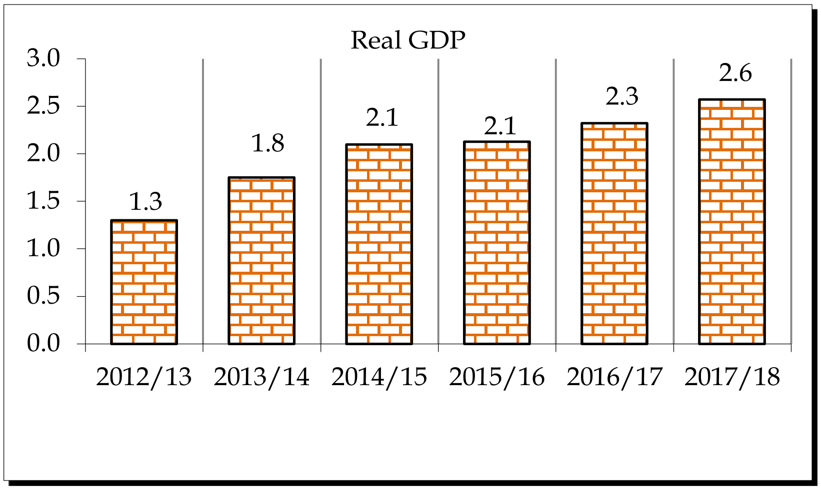
[3] The current account of the balance of payments measures the total value of the country's transaction against the rest of the world in terms of trade in goods and services, income and transfers. A deficit in the current account means that the Cayman Islands made more payments to the rest of the world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

Some of the identified quasi-government projects which are expected to boost domestic investment include the George Town cruise ship berthing facility; Owen Roberts International Airport Terminal upgrades; the revitalization of George Town and the extension of the east-west arterial road. These are anticipated to stimulate domestic demand during the construction phase of these above-mentioned projects.

External demand is also likely to be boosted by the expected granting of a US license for the Health City Hospital as the Cayman Islands venture into 'health tourism'. In addition, higher growth prospects for tourism services is foreseen over the medium to long-term from the airport and cruise berthing facility projects which would allow the country to take advantage of projected higher private consumer expenditure in the US and other advanced economies.

Overall, the combination of external and domestic assumptions support a forecast growth of real GDP in 2015/16 of 2.1 percent (see Figure 1). Moderate improvement in the growth rate to 2.3 percent for FY 2016/17 and slightly stronger growth of 2.6 percent for FY 2017/18 are forecasted, barring major global events that will hamper the growth of tourism services, as well as developments that will impede modest growth in financial services.

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

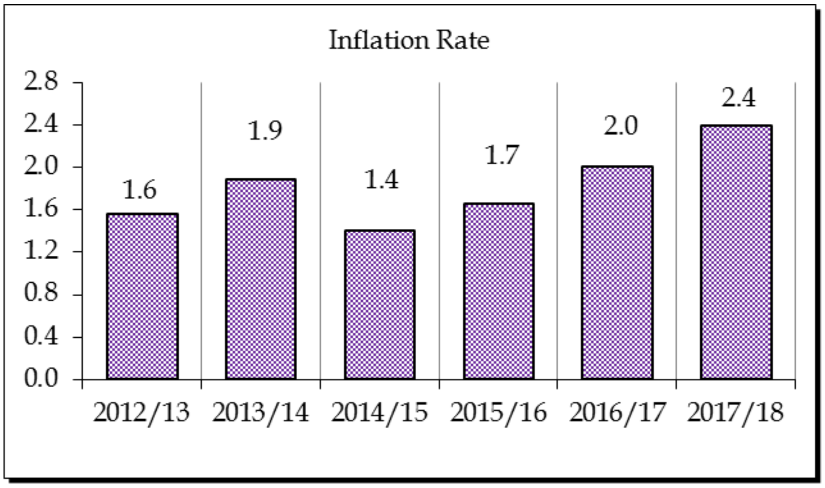


Source: Cayman Islands Government (Economics and Statistics Office)

Inflation Rate. Consumer prices are projected to be marginally higher in the next fiscal years as domestic demand for goods and services are likely to be boosted by growth of tourism services and the implementation of various development projects (see Figure 2).

For FY 2015/16, inflation is forecasted at 1.7 percent. This assumes growth in the average prices of food, household equipment, accommodation services and local housing in light of higher population which is expected to outweigh declines in oil and oil-related prices. In succeeding years, the inflation rate is foreseen to increase to 2.0 percent and then to 2.4 percent in FY 2016/17 and FY 2017/18 respectively.

Figure 2: Cayman Islands' Inflation Rates (%)

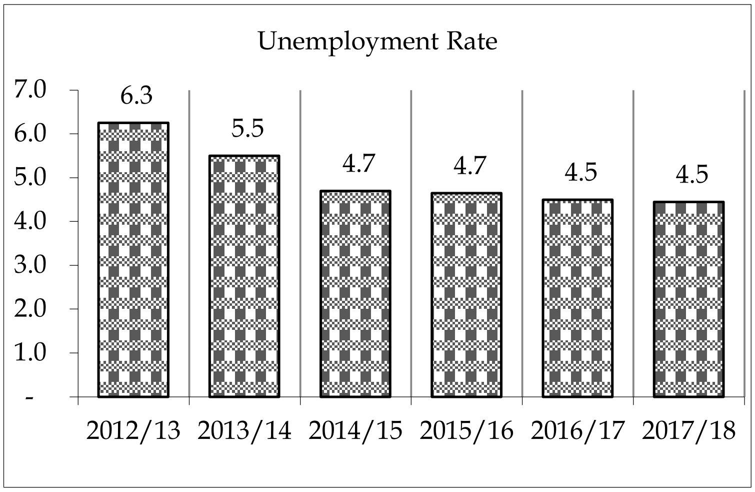


Source: Cayman Islands Government (Economics and Statistics Office)

Employment. New employment is expected to be created directly and indirectly from a series of construction projects and future operation of major projects, particularly the Kimpton Hotel, and the redevelopment of the former Hyatt Beach Suites Hotel.

Unemployment rate is forecasted at 4.7 percent in FY 2015/16, followed by gradual improvements to 4.5 percent in FY 2016/17 and FY 2017/18 respectively (see Figure 3).

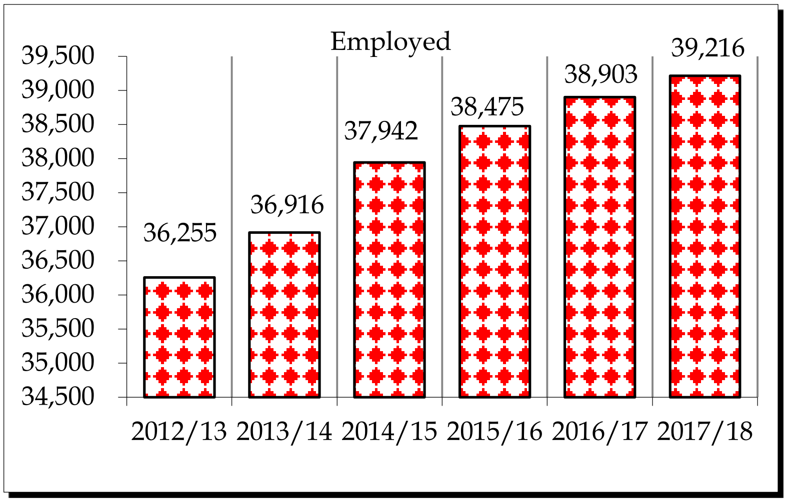
Figure 3: Cayman Islands' Unemployment Rates (% of Labour Force)



Source: Cayman Islands Government (Economics and Statistics Office)

Improvements in the employment level are expected in the next three fiscal years from 38,475 in FY 2015/16 to 39,216 in FY 2017/18 (see Figure 4).

Figure 4: Cayman Islands' Employment Level

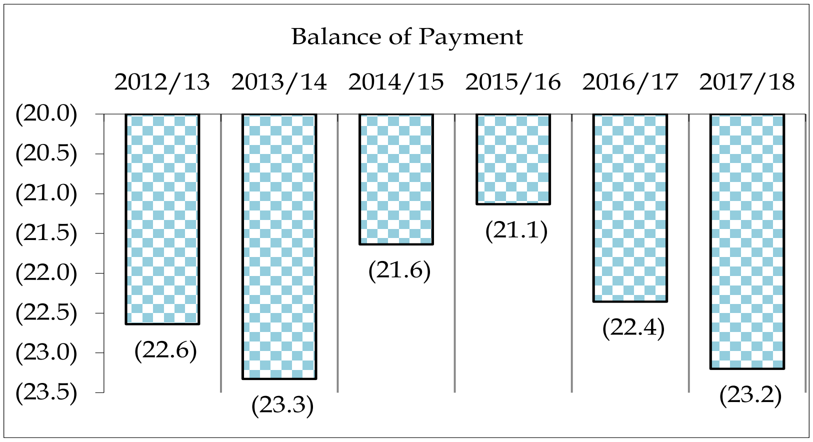


Source: Cayman Islands Government (Economics and Statistics Office)

Current Account. The current account of the balance of payments (BOP) is expected to widen to 21.1 percent of GDP in FY 2015/16. This assumes that growth in imports and remittances will outweigh the growth of inflows mainly from tourism, financial and business services. This is expected as the volume of imports will be positively impacted by the construction of several projects currently in the pipeline for implementation over the medium-term. For FY 2016/17 and 2017/18, the current account balances are forecasted at 22.4 percent and 23.2 percent of GDP respectively (see Figure 5).

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

(% of GDP)



Source: Cayman Islands Government (Economics and Statistics Office)

9. OUTPUT GROUPS FOR 2015/16

The Cabinet intends to purchase a range of outputs in 2015/16. 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**	**$1,743,098**

DESCRIPTION

Development and Coordination of Government policy including:

- Policy Development Coordination and Advice
- Coordinating and monitoring of policy implementation
- Oversight, development and implementation of E-Government Program Framework
- Establish and promote the use of a E-Government portal for CIG online services

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours of development coordination and advice	5,900 – 6,400	5,900 – 6,400
• Number of hours spent coordinating and monitoring policy implementation	700-800	600 - 700
• Number of E-Government Steering Committee meetings held	5-7	N/A
• Number of programs/projects initiated	3-5	N/A
QUALITY		
• Advice, management, coordination reviewed or provided by senior personnel	95-100%	95-100%
• Policies coordinated monitored by senior personnel	95-100%	95-100%
• Steering committee approved business cases are in accordance with approved E-Government strategy and guidelines	95-100%	95-100%
TIMELINESS		
• All advice submitted in accordance with schedules as agreed with the client	95-100%	95-100%
• Monitoring is conducted on an on-going basis	100%	100%
• E-Government Steering Committee meetings held every two months	100%	100%
• Preliminary business cases review within 1 month	100%	100%
LOCATION		
• Cayman Islands and Overseas	100%	100%
COST	**$1,743,098**	**$851,446**

RELATED BROAD OUTCOMES:

A Culture of Good Governance

Strong, Thriving and Increasingly Diverse Economy

A More Efficient, Accessible and Affordable Public Service

This Group Comprises ABS Outputs: CAB 1, CAB 2, CAB 14

CBO 2	Cabinet and National Security Council Support and Servicing	$660,665

DESCRIPTION

Cabinet support servicing involving:

- Administrative support for Cabinet and National Security Council
- Administrative and secretarial support for the processing of appeals
- Preparation of Tax Undertaking Certificates

MEASURES	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of agendas, minutes and extracts prepared and circulated	3,095 – 3,165	3,095 – 3,165
• Number of Tribunal meetings supported and attended	45 - 60	45 - 60
• Number of Tax Undertaking Certificates issued	6,000 - 6,700	6,000 - 6,700
QUALITY		
• All Agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of Cabinet	95-100%	95-100%
• Tribunal minutes issued are an accurate account of the meeting – signed by the chair of the meeting	95-100%	95-100%
• Tax undertaking certificates and licenses processed in accordance with the relevant laws checked and signed by Clerk or Deputy Clerk of the Cabinet	95-100%	95-100%
TIMELINESS		
• Agendas circulated at least two working days prior to meetings	90 - 100%	90 - 100%
• Minutes issued up to three working days after meeting to the chair of the meeting	90 - 100%	90 - 100%
• Tax Undertaking Certificates issued 2 - 3 weeks from receipt of application	90 - 100%	90 - 100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$660,665**	**$696,650**

RELATED BROAD OUTCOMES:

A Culture of Good Governance
A Strong, Thriving and Increasingly Diverse Economy
4A More Efficient, Accessible and Affordable Public Service

This Group Comprises ABS Outputs: CAB 4, CAB 6, CAB 7

CBO 9	Protocol Services	$582,311

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:

- Heroes Day
- Remembrance Day
- Queen's Birthday
- Official Funerals
- Inaugurations

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Advice and reporting in relation to protocol matters	3,500 – 4,000	3,500 – 4,000
• Number of protocol policies and services developed	1-2	1
• Number of ceremonial and official events coordinated	8-10	9
• Number of official visits (local/overseas), conferences and meetings given assistance and/or organized	6-8	5
• Number of training sessions delivered	5-6	5
• Number of airport courtesies and diplomatic facilitations delivered	200-250	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	100%	95-100%
• Protocol advice, services and training to be provided by suitably experienced staff	100%	95-100%
• Protocol advice, services and training in accordance with agreed policies and guidelines	100%	95-100%
• Delivery of support and services to be provided in a professional and efficient manner	100%	100%
TIMELINESS		
• Protocol services will be delivered in line with timetables agreed with the Cabinet Secretary	95-100%	95-100%
• Ceremonial and official events coordinated as required	95 - 100%	95 - 100%
• Protocol assistance and organization of visits as required	95 - 100%	95 - 100%
• Training to be provided throughout the year	95 - 100%	95 - 100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$582,311**	**$461,463**

RELATED BROAD OUTCOMES:

Equity and Justice in a Society that Values the Contributions of All
Modern, Smart Infrastructure

This Group Comprises ABS Outputs: PCF 1

CBO 11	**Freedom of Information and Data Protection Coordination**	**$109,346**

DESCRIPTION

The Freedom of Information (FOI) Unit will:

- Lead and coordinate freedom of information and data protection across government.
- Implementation of the Freedom of Information (FOI) legislation primarily by developing tools procedures
- Organize and conduct training for staff in public entities
- Raise awareness in the entire public sector

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of proactive training and awareness sessions	5-12	19
• Number of reactive assistance interactions with public entities	300-600	N/A
• Number of statutory, regulatory and policy requirements reviewed	1-6	N/A
• Number of web sites maintained	1-2	1
QUALITY		
• Training and awareness to be provided by qualified officer	95-100%	95-100%
• Assistance provided by qualified officer	95-100%	95-100%
• Number of statutory, regulatory and policy requirements reviewed by a qualified officer	95-100%	
• Web site information approved by Senior FOI Officer	95-100%	95-100%
TIMELINESS		
• Extensive training completed by June 2016	95-100%	95-100%
• Assistance provided as required	95 - 100%	95 - 100%
• Reports submitted quarterly	95 - 100%	95 - 100%
• Website online maintained throughout the year	95 - 100%	95 - 100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$109,346**	**$128,115**

RELATED BROAD OUTCOMES:

A Culture of Good Governance

Equity and Justice in a Society that Values the Contributions of All

This Group Comprises ABS Outputs: CAB 12

CBO 17	**Information Services Provided to Other Government Agencies**		**$928,448**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of advertising products		900 – 1,100	900 – 1,100
• Number of press releases		450-500	450-500
• Number of public information requests		400-500	400-500
• Number of social media sites maintained		9	9
• Number of strategies/campaigns developed		50-100	50-100
• Number of speeches		50-70	50-70
• Number of training sessions staged		5-6	5-6
• Number of unique Spotlight segments		5	5
• Number of special videos, including special events, press		200-300	200-300
QUALITY			
• All products reviewed by manager prior to release		95-100%	95-100%
• Client satisfaction survey		95-100%	95-100%
• Increase in web and social media hits		95-100%	95 – 100%
• Audience Satisfaction Survey		95-100%	95-100%
TIMELINESS			
• As agreed with Client		100%	100%
LOCATION			
• Cayman Islands , Overseas		100%	100%
COST		**$928,448**	**$1,101,611**
RELATED BROAD OUTCOMES: A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure A Culture of Good Governance			
This Group Comprises ABS Outputs: GIS 25, GIS 26, GIS 28 , GIS 29			

CBO 20	**Advice and Assistance to the Premier and Administration of the Premier's Office**		**$936,525**
DESCRIPTION Provision of advice and assistance to the Premier and administration of the Premier's Office.			
MEASURES		**2015/16 Budget**	**2014/15 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		100%	100%
LOCATION • Cayman Islands		100%	100%
COST		**$936,525**	**$729,890**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy A Culture of Good Governance			
This Group Comprises ABS Outputs: OPT 1			

CBO 21	**Broadcasting of Public Information and On Air Programmes**	**$1,102,747**

DESCRIPTION

- Delivery of general information programmes which includes
    - Morning Scoop, Talk Today, Youth Flex and BBC overnight programmes
    - live coverage of National Heroes Day celebrations and the State Opening of the Legislative Assembly and delayed Legislative Assembly broadcasts
    - 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
    - press coverage of the courts and parliamentary proceedings
    - sports events
    - gathering news from various sources and producing news and sports broadcasts.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of bulletin board items	17,000-18,000	17,942
• Number of news items	27,000 – 28,000	27,089
• Religious programmes	1,700-1,800	1,715
• Educational programmes	500 - 600	520
• Legislative Assembly broadcasts (hours)	100-200	122
• Current Affairs and Cultural programmes	90-125	94
• Programmes produced or downloaded	3,000 – 3,500	3,528
• Number of Public Service announcements	10,000-11,000	10,826
QUALITY		
• Compliance of newscasts and sportscasts with Information, Communications, Telecommunications Authority (ICTA) or other established broadcast standards	100%	100%
• All items monitored by Director and Deputy Director	100%	100%
TIMELINESS		
• Other public information newscasts broadcast on Radio Cayman's established schedules	100%	100%
• Emergency/urgent public information delivered within 10 minutes	100%	100%
• All programmes to be delivered on the date and times agreed with the requesting customer	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,102,747**	**$1,047,644**

RELATED BROAD OUTCOMES:
A Strong, Thriving and Increasingly Diverse Economy
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises ABS Outputs: RCY 1, RCY 2

CBO 22	**Services Provided by the London Office**	**$521,918**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of reports or briefing papers produced	15-25	20
• Number of hours providing information and business development activities	300-400	348
• Number of persons assisted using consular services	200-250	240
• Number of events, meetings, conferences or official functions attended	60-100	75
QUALITY		
• Reports supported by credible sources	100%	100%
• Information provided by qualified personnel	90-100%	90-100%
• Assistance provided by officer experienced in dealing with the UK public and private sector agencies	95-100%	95-100%
• Meetings, conferences and official functions attended by a qualified officer	95-100%	95-100%
TIMELINESS		
• Advice on events and policies in the UK and Europe provided within three working days following the identification of relevant issue	98-100%	98-100%
• Information and assistance provided within two working days of request	100%	100%
• Meetings, conferences and official functions attended as necessary	90-100%	90-100%
LOCATION		
• United Kingdom and Europe	100%	100%
COST	**$521,918**	**$881,209**

RELATED BROAD OUTCOMES:
A Strong, Thriving and Increasingly Diverse Economy
A Culture of Good Governance

This Group Comprises ABS Outputs: UKO 9, UKO 11, UKO 12, UKO 13

11. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF HOME AFFAIRS, HEALTH AND CULTURE – HOME AFFAIRS

OUTPUT SUPPLIER: MINISTRY OF HOME AFFAIRS, HEALTH AND CULTURE

HCA 1	Policy Advice and Ministerial Services on Home Affairs Matters	$2,930,167

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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of hours spent on providing policy advice	6,500-7,650	6,500-7,650
• Number of reports submitted	69-86	71-86
• Number of appeal statements produced	600-1,000	600-1,000
QUALITY		
• All personnel providing advice is qualified in his/her area of expertise	100%	100%
• All reports will be properly researched and written in language appropriate to the subject matter	100%	100%
• 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%
TIMELINESS		
• All advice and reports delivered to timescales agreed	100%	100%
• 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.	95 - 100%	95 - 100%
• Immigration appeals will be processed within 28 days of receipt of appeal statement request in accordance with the Immigration Law (2013 Revision)	85 - 100%	85 - 100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$2,930,167**	**$2,784,220**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy
A More Secure Community
Modern, Smart Infrastructure

This Group Comprises ABS Outputs: IMM 1, IMM 5, MHA 1, NEM 2, POL 8

HCA 2	**Licensing Services**	**$625,341**

DESCRIPTION

The processing and issuing of licenses including;

- Vetting of firearm applications and issuing of firearm licenses
- 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of firearm applications vetted	311-343	327
• Hours spent engaged in firearms licensing activity	1,468-1,622	1,545
• Number of Security Guards/technicians licenses issued	617-681	649
• Number of Security Companies licenses issued	28-30	29
• Number of marriage licenses issued	500-600	525-625
• Number of premises inspected for compliance with fire code	700-1000	500
QUALITY		
• Firearms and security licenses only issued to persons with no criminal convictions	98 - 100%	98 - 100%
• Licenses issued in accordance with the Marriage Law and established guidelines and procedures	100%	100%
• Inspections cover all methods required by relevant Laws, standards and codes of practice	100%	100%
TIMELINESS		
• Firearm applications vetted within 90 days of receipt	96 - 100%	96 - 100%
• Security applications are vetted within one month of receipt	96 - 100%	96 - 100%
• Marriage Licenses issued within 30 minutes of receipt of application	90 - 100%	96 - 100%
• Inspection within three days of notification of completion	96 - 100%	96 - 100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$625,341**	**$501,021**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy

A More Secure Community

This Group Comprises ABS Outputs: FRE 11, IMM 13, POL 9, POL 19

Note: The total cost of supplying this output group is $647,341. However, the revenue of $22,000 from other third parties reduces the cost to Cabinet to $625,341.

HCA 3	Enforcement of Immigration Laws	$1,764,846

DESCRIPTION

The enforcement of Immigration laws includes the detection, investigation and prosecution of offenders under the Immigration Law (2014 Revision).

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of case files created	200 - 300	200 – 300
• Number of administrative fines levied	225 - 275	175 - 250
QUALITY		
• Files will contain all the relevant information required to assist with the determined action deemed appropriate	96 - 100%	96 - 100%
• All matters are handled in accordance with the Immigration Laws	100%	100%
TIMELINESS		
• Files to be acted on within 14 days of arrival in the Enforcement Section	95 - 100%	95 - 100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,764,846**	**$1,641,346**

RELATED BROAD OUTCOMES: A More Secure Community

This Group Comprises ABS Outputs: IMM 6

HCA 4	Processing Status and Permanent Residency Certificates	$237,211

DESCRIPTION

Processing:

- Applications for: Acknowledgement of the Right to be Caymanian, Grant of the Right to be Caymanian, Residency and Employment Rights Certificate, Residency Certificates for Persons of Independent Means: Applications for permission to reside as the dependent of a Caymanian; applications for Direct Investment Certificates.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of acknowledgements of the Right to be Caymanian applications and notifications processed	275-425	275-425
• Number of the grant of the Right to be Caymanian applications and notifications processed	650-850	625-825
• Number of Permanent Residency and Employment Rights Certificate applications and notifications processed	1,000-1,500	1,500-2,000
• Number of applications processed for Residency Certificate for Persons of Independent Means and notifications	12-25	12-25
• Number of applications processed for Direct Investment Certificate	1-10	1-10
• Number of applications processed for permission to reside as a dependent of a Caymanian and notifications	10-20	10-20
QUALITY		
• Compliance with Immigration Law (2014 Revision), Immigration Directives, Immigration (Amendment) Regulations 2014, and established policies	98 - 100%	98 - 100%
• Files and agendas prepared with due care, accuracy and completeness	95 -100%	95 - 100%
• Agendas reviewed and signed off by Secretary, Caymanian Status and Permanent Residency Board and Assistant Chief Immigration Officer	100%	100%
TIMELINESS		
• Processing time from receipt of complete applications to dissemination of decision will be 1-9 months	85 - 100%	85 - 100%
• Letters issued within 5-10 days of decision	85 - 100%	85 - 100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$237,211**	**$139,294**

RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises ABS Outputs: IMM 9

Note: The total cost of supplying this output is $1,020,961. However, revenue of $783,750 reduces the cost to Cabinet to $237,211.

HCA 5	Immigration Entry and Extension Services		$3,563,052
DESCRIPTION Provide required entry and embarkation controls for all passengers/persons seeking permission to enter/depart the Cayman Islands.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of air arrival passengers processed		400,000-600,000	400,000-600,000
• Number of cruise arrival passengers processed		1.4MIL - 1.6	1.4MIL - 1.6
• Number of student and visitor visas issued		5,050-7,150	4,400-6,500
• Number of Working by Operation of Law/Permission to Reside & Continue working applications processed		750-1,000	1,600-1,850
QUALITY			
• All air and cruise arrival passengers will be processed in accordance with Immigration Laws and established guidelines		98-100%	98-100%
• All applications will be processed with due care, in accordance with established guidelines of the Immigration Law (2014 Revision).		99-100%	99-100%
• Properly completed application forms are verified against Immigration Support System with due care, accuracy and completeness		95-100%	95-100%
TIMELINESS			
• Passengers from vessels should be cleared within 15-30 minutes and air passengers within 30-90 minutes of arrival		95-100%	98-100%
• Student and visitor visa applications will be processed within 10 business days of receipt, providing relevant information is submitted without errors or omissions.		90-100%	90-100%
• Processing time from receipt of application to dissemination of decision will be the same day for Working by Operation of Law applications		90-100%	90-100%
• Processing time from receipt of application to dissemination of decision will be within three business days for Provision for Continuation of Work applications		90-100%	90-100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$3,563,052**	**$3,610,605**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy A More Secure Community			
This Group Comprises ABS Outputs: IMM 2, IMM 7, IMM 17			

Note: The total cost of supplying this output group is $4,259,552. However, the revenue of $696,500 from other third parties reduces the cost to Cabinet to $3,563,052.

HCA 6	**Entry Documents and Passports**	**$2,169,460**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of temporary and annual work permit applications processed	20,000-30,000	20,000-30,000
• Number of Business Staffing Plan applications processed	60-70	25-55
• Number of freedom of information requests processed	75-100	75-100
QUALITY		
• Processing of work permit applications complies with Immigration Law (Revision 2014), Immigration Directives, Immigration (Amendment) Regulations, 2014 and established guidelines	100%	100%
• Processing of business staff plan applications complies with Immigration Law (Revision 2014), Immigration (Amendment) Regulations 2014, and established policies.	100%	100%
• 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%
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.	95-100%	95-100%
• Decision Letters issued within 10-15 days of decision	100%	100%
• Applications for business staffing plans will be processed within 4-8 weeks	85-100%	85-100%
• 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	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$2,169,460**	**$2,257,002**

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

This Group Comprises ABS Outputs: IMM 8, IMM 11, IMM15

Note: The total cost of supplying this output group is $5,288,458. However, revenue of $3,118,998 from other third parties reduces the cost to Cabinet to $2,169,460.

HCA 7	**Incident Responses**		**$1,963,985**
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		**2015/16 Budget**	**2014/15 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		8,784	8,760
QUALITY			
• Quality Assurance case reviews completed on Calls For Service (call-taking and dispatch)		100%	100%
• Quality Assurance scores regarding Calls For Service case reviews		85%	82%
TIMELINESS			
• Emergency telephone calls answered within 10 seconds		98%	98%
• Emergency personnel dispatched within 90 seconds once a call for service meets dispatch criteria		70%	70%
LOCATION			
• Cayman Islands		100%	100%
COST		**$1,963,985**	**$1,657,208**
RELATED BROAD OUTCOMES: A More Secure Community			
This Group Comprises ABS Outputs: EMC 1			

HCA 8	**Police Security Services**		**$1,172,857**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of security hours provided		25,650-28,350	26,930
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 Human Resources obligations and 2010 Police Law		90% 100%	100% 100%
TIMELINESS • Security provided when requested		80-90%	98% 70%
LOCATION • Cayman Islands		100%	100%
COST		**$1,172,857**	**$1,270,406**
RELATED BROAD OUTCOMES: A More Secure Community			
This Group Comprises ABS Outputs: POL 7			

<table>
<tr><td>HCA 9</td><td colspan="2">National Disaster Preparedness and Response Services</td><td>$1,336,151</td></tr>
<tr><td colspan="4">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.</td></tr>
<tr><td colspan="2">MEASURES</td><td>2015/16 Budget</td><td>2014/15 Forecast</td></tr>
<tr><td colspan="2">QUANTITY</td><td></td><td></td></tr>
<tr><td colspan="2">• Number of hours providing disaster preparedness</td><td>4,500- 5,000</td><td>4,500- 5,000</td></tr>
<tr><td colspan="2">• Number of hours to ensure periodic review and update and application of codes and standards to meet emerging or changing threats.</td><td>100-150</td><td>100</td></tr>
<tr><td colspan="2">• Number of hours providing National Emergency Operation Center management and coordination</td><td>3,000-4,000</td><td>900</td></tr>
<tr><td colspan="2">• Number of Hurricane Shelters managed</td><td>20</td><td>20</td></tr>
<tr><td colspan="2">• Capacity to provide shelter occupancy</td><td>5,000-6,000</td><td>5,665</td></tr>
<tr><td colspan="2">• Number of radios using system infrastructure</td><td>1,700-1,800</td><td>1,776</td></tr>
<tr><td colspan="2">QUALITY</td><td></td><td></td></tr>
<tr><td colspan="2">• Ensure alignment of plans with credible scenarios and ensure plans address business continuity for all sectors. Public awareness programmes relate to hazards.</td><td>90-100%</td><td>90-100%</td></tr>
<tr><td colspan="2">• Track performance in mitigation/risk reduction by using proven measures</td><td>80-90%</td><td>100%</td></tr>
<tr><td colspan="2">• Relief operations meet or exceed stated standards of basic essential supply and services for those people affected</td><td>80-100%</td><td>80-100%</td></tr>
<tr><td colspan="2">• All National Disaster Plan requirements are compiled in agreement with the National Hazard Management Council and shelters are available for activation</td><td>95-100%</td><td>95-100%</td></tr>
<tr><td colspan="2">• System infrastructure is continuously monitored for availability and reliability (overall network availability)</td><td>95-99%</td><td>95-99%</td></tr>
<tr><td colspan="2">TIMELINESS</td><td></td><td></td></tr>
<tr><td colspan="2">• National disaster activities performed in accordance with the timescales agreed with the National Hazard Management Council and the Chief Officer</td><td>95-100%</td><td>95-100%</td></tr>
<tr><td colspan="2">• Risk assessment and development of risk maps and policy within the time frame agreed with the National Hazard Management Council and Chief Officer</td><td>95-100%</td><td>95-100%</td></tr>
<tr><td colspan="2">• Disaster relief can be of an immediate, short-term or protracted duration</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">• All Hurricane shelter capacity is available in the event of a hurricane occurring.</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">• Shelters remain open until alternative accommodation is found for displaced people</td><td>95-100%</td><td>95-100%</td></tr>
<tr><td colspan="2">• Response Times: Grand Cayman within 1 hour; Cayman Brac & Little Cayman next available flight</td><td>90-95%</td><td>90-95%</td></tr>
<tr><td colspan="2">LOCATION</td><td></td><td></td></tr>
<tr><td colspan="2">• Cayman Islands</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">COST</td><td>$1,336,151</td><td>$1,157,416</td></tr>
<tr><td colspan="4">RELATED BROAD OUTCOMES: Modern, Smart Infrastructure
A More Secure Community</td></tr>
<tr><td colspan="4">This Group Comprises ABS Outputs: NEM 1, NEM 3, NEM 4, NEM 6, NEM 8</td></tr>
</table>

HCA 10	**Police Criminal Justice Services**		**$865,336**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
- Number of summons served		7,558 - 8,354	7,956
- Number of warrants executed		750 - 828	789
- Number of case files reviewed		3,525 - 3,897	3,711
- Number of detections recorded		2,837 - 3,135	2,986
- Number of charges referred against accused persons		3,411 - 3,770	3,590
QUALITY			
- Summons and warrants served or executed in accordance with the procedural code and the terms of the warrant		99 - 100%	92%
- Processing of prisoners conducted in accordance with the Police Law, other relevant laws and police policies and procedures		100%	100%
TIMELINESS			
- Summons and warrants to be served or executed within 60 days		80-100%	92%
- Prosecutions within six months of coming to police notice		90 - 100%	99%
- Accused persons processed within appropriate legal time guidelines		90 - 100%	80%
LOCATION			
- Cayman Islands		100%	100%
COST		**$865,336**	**$924,630**
RELATED BROAD OUTCOMES: A More Secure Community			
This Group Comprises ABS Outputs: POL 16			

HCA 11	**Prison Services**	**$10,721,445**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of prisoners held in secured custody (daily average)	185-198	185-220
• Provision of safe and orderly supervision of prisoners (daily average)	185-198	185-220
• Number of meals provided (three meals a day per prisoner)	202,575-216,810	202,575-240,900
QUALITY		
• Staff supervising custodial services do so in accordance with National Occupational Standards for Custodial Care (NSO) and Prison Inspection Board	100%	100%
• Maintenance of good order is in accordance with National Occupational Standards for Custodial Care (NSO) and Prisons Inspections Board	100%	100%
• Percentage of prisoners served meals without upheld complaints	98 - 100%	98 - 100%
TIMELINESS		
• Security and services provided 24 hours, seven days per week	95 - 100%	95 - 100%
• Order maintained 24 hours, seven days a week	100%	90 - 100%
• All activities are provided within specific times	100%	90 - 100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$10,721,445**	**$9,769,643**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS Outputs: PRI 13, PRI 14, PRI 15

HCA 12	Correctional Supervision, Intervention and Support Services	$6,564,990

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of reports submitted to the courts	1,800-1,900	2500
• Number of Through-care cases	120-180	200
• Number of community service and victim/witness cases offered	1,050-1,250	1,700
• 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	8,784	8,760
• Number of prisoners attending prisoner development opportunities	130-150	130-150
• Number of domestic violence and mental health cases offered and supervised	1,250-1,500	1,700
• Number of public awareness presentations/projects	4-6	8
QUALITY		
• Reports to be prepared in the established format as required by the Police, Court, or Parole Board,	95-100%	100%
• Initiate and maintain supervision based on License and case plan requirements	95-100%	95-100%
• Quality Assurance ratings regarding Electronic Monitoring Centre actions	93%	92%
• Programmer and services delivered in accordance with Department guidelines	95-100%	95%
• Sessions, Presentations hosted/delivered by qualified personnel	100%	100%
TIMELINESS		
• Ongoing as specified by court orders or requests	80-90%	98%
• Through-care services provided weekly M-F 8:30-5:00	95-100%	95-100%
• Authorised requests from RCIPS or other EMC User Group for information regarding an offender’s violation are processed within 48 hours	89%	85%
• Services provided based on client needs as identified through assessments and diagnosis	80-90%	95%
• Services, presentations, projects provided as needed	95-100%	95-100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$6,564,990**	**$7,255,249**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS Outputs: DCR 9, DCR 10, DCR 11, DCR 12, DCR 16, EMC 2, PRI 16

HCA 14	**Protection and Investigative Services**	**$33,283,710**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours of investigations	232,700-257,200	236,853
• Number patrolling / responding hours including training and coordinating community meetings and school programmes	349,125-385,875	339,949
• Number of patrolling hours for Marine unit including training	1,190-1,316	1,253
• Number of aerial patrol hours	371-410	399
• Number of cause and origin fires investigated	25-30	20
QUALITY		
• Increase overall detection rate by 2.5%	80-90%	87%
• Reduce number of road fatalities compared to previous year	90-100%	100%
• Increase number of deployments dedicated to proactive maritime patrols by 10%	70 - 85%	N/A
• Increase participation in number of proactive operations conducted by 5%	90 -100%	N/A
• Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards	100%	100%
TIMELINESS		
• Investigate on a prioritized basis, but within 48 hours of formal reporting of crime	80-85%	49%
• A response time of 10 minutes in urban areas and 20 minutes in rural areas for police services	80-100%	58%
• Marine patrol deployed in 30 minutes from time call for service received if team on duty or 90 minutes if team off duty.	65-80%	N/A
• Aerial patrol deployed in 10 minutes from time call for service received if team on duty or 45 minutes if team off duty.	65-90%	N/A
• Investigation completed within two days	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$33,283,710**	**$32,705,746**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS Outputs: POL 6, POL 13, POL 14, POL 15, FRE 12

Note: The total cost of supplying this output is $34,170,610. However, estimated entity revenue of $886,900 from other third parties reduces the cost to Cabinet to $33,283,710.

HCA 15	**Emergency Domestic Fire Services**		**$6,734,597**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of days providing 24 hour coverage for the community		365	365
• Number of educational demonstrations and workshops		16 -28	24
QUALITY			
• Ensure compliance of Cayman Islands Fire Brigade Law and the Cayman Islands Fire Service operation orders.		100%	96%
• Content is appropriate for various age groups and useful guidance on fire safety measures		100%	100%
TIMELINESS			
• Respond within 20 seconds on receipt of call		100%	100%
• Workshops, demonstrations and publications as required		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$6,734,597**	**$6,593,891**
RELATED BROAD OUTCOME: A More Secure Community			
This Group Comprises ABS Outputs: FRE 9, FRE 13			

HCA 17	**Aerodrome Fire Services**		**$5,502,452**
DESCRIPTION The release and rescue of persons and property including all aircrafts incidents and vessels in hazardous situations.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Properly equipped to respond to one full emergency at any one time		100%	98%
• Provide protection services in accordance with category 8 of the airport at 16 hours per day.		100%	98%
• Inspections of distribution of fuel to aircrafts		2 - 3	3
QUALITY			
• Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds		100%	100%
• Firefighting media in compliance with ICAO		100%	100%
• Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle		100%	100%
• Number of personnel and training are in compliance with ICAO		72%	100%
• Rescue equipment is in compliance with ICAO		100%	100%
TIMELINESS			
• During all hours airport is open to traffic		100%	100%
• To respond within 2 to 3 minutes to the end of each runway		100%	100%
• Monthly Inspections		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$5,502,452**	**$4,880,356**
RELATED BROAD OUTCOME: A More Secure Community			
This Group Comprises ABS Outputs: FRE 10			

HCA 20	**Technology Support Services**	**$6,716,108**

DESCRIPTION

The Department operates a 7.5-hours/working day manned Call in Support Answering Service (CSAS) to support Logs ("bug fixes", faults, service outages, password reset and basic requests for IT services) and dispatch these requests to IT staff for work assignment services for central Core agencies and limited SAGC's. Requests for significant sets of IT work to be done or additional/special IT costs are assigned as IT projects.

Provides IT infrastructure administration, management, and support (for datacenters, PC's, networks, servers, internet, backups/restores, security, emails, files access, mobile devices, remote access, storage, databases, and software). Also produces in-house software (applications, intranet, websites, and e-services) development/support along with 3rd party software packages support/assistance.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours that the CSD Helpdesk operates per fiscal year.	4,000-4,300	4,131
• Minimum staffing of CSD helpdesk on duty/working day	1	1
• Number of dispatched Logs Service processed per month average with Staffing (defined above)	1,500-2,000	1,900
• Number of hours for Logs and IT Projects	63,000-68,000	67,000
• Number of Databases	20-30	27
• Number of PCs Supported	2,500-3,000	2,600
• Number of online Government services created/ hosted and managed	2-3	3
• Number of Internet accesses granted-Basic and Low Video Streaming	2,000-2,500	2,452
• Number of Remote Services accesses granted-Blackberry/Forward Email/Token/Active Sync Devices	1,500-2,000	1,860
QUALITY		
• Customer Satisfaction scores regarding Logs Calls For Service	75%	75%
• Customer Satisfaction scores regarding IT Project Reviews	75%	75%
TIMELINESS		
• CSD Helpdesk telephone calls answered within an average of 20 seconds	70-80%	70-80%
• IT Project completed within the agreed scheduled timeframe, including any change requests and time changes approved	75%	N/A
• Helpdesk Logs Requests responded to in published time frames	80-100%	80-100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$6,716,108**	**$6,569,406**

RELATED BROAD OUTCOME: Modern, Smart Infrastructure

This Group Comprises ABS Output: CSD 42

Note: The total cost of supplying this output is $7,027,074. However, the revenue of $310,966 from third parties reduces the cost to Cabinet to $6,716,108.

OUTPUT SUPPLIER: NATIONAL DRUG COUNCIL

NDC 1	**Policy, Surveillance, Prevention, Research, Information, Monitoring and Evaluation**	**$552,958**

DESCRIPTION

Objective: 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Review and provide feedback to update relevant legislative areas related to alcohol and other drugs	2-4	2
• School and community curricula for prevention developed and implemented	2-4	4
• Prevention, Education and Awareness presentations/campaigns to schools, community and prisons	175-225	200
• INCB data collected and reported quarterly and annually	4-5	4
• Research - Conduct Prison Survey, CB Study / Pilot Primary School Survey	2-3	1
• Ongoing contact with stakeholders for the review, update and implementation of the National Anti-Drug strategy	35-50	40
• Programme Evaluation	1-2	2
QUALITY		
• Policy/Legislative documents include local and international data/information and recommendations for development.	90-100%	90%
• Curricula for prevention is completed to ensure standardization, and accurate delivery of programmes	95-100%	90%
• Ongoing presentations and an increased number of awareness campaigns	90-100%	95%
• INCB reporting conducted within agreed framework	90-100%	100%
• Research administration, data collection, analysis and reporting conducted using established best practice methodology	90-100%	95%
• Meetings are conducted to update and implement the NADS to meet established timelines and to comply with key indicators	100%	100%
TIMELINESS		
• Survey/research information distributed to stakeholders within 3 months and the public within 4 months of administration	90-100%	100%
• Minimum of 4 modules/programme curricula developed by June 30th 2016	100%	N/A
• INCB reporting conducted within agreed timeframes	90-100%	89%
• All other measures completed within agreed timelines	90-100%	90%
LOCATION		
• Cayman Islands	100%	100%
COST	**$552,958**	**$552,958**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises Purchase Agreement Outputs: NDC 1

OUTPUT SUPPLIER: VARIOUS REFUGEE SERVICES

NGS 38	**Services for Irregular Migrants**		**$270,000**
DESCRIPTION Services provided to irregular migrants arriving in the Cayman Islands.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of irregular migrants housed and processed		30 – 50	150 – 175
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			
• Grand Cayman		100%	100%
COST		**$270,000**	**$1,345,000**
RELATED BROAD OUTCOME: A More Secure Community			
This Group Comprises Purchase Agreement Outputs:			

Note: Due to the nature of this output group, service will be contracted on an 'as needed' basis

OUTPUT SUPPLIER: MINSTRY OF HOME AFFAIRS, HEALTH AND CULTURE – HEALTH

HES 1	**Policy Advice and Ministerial Services**	**$1,834,610**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number Cabinet Papers and Notes produced	30-40	30
• Number of drafting instructions or commentary prepared	3-6	3
• Collate Annual Reports	2	1
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	**$1,834,610**	**$1,997,490**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises ABS Outputs: MHE 1, MHE 2, MHE 3, MHE 7

HES 2	**Health Regulatory Services**	**$1,176,345**

DESCRIPTION

Inspection and regulatory services including:

- Investigate and resolve complaints
- Administer the Segregated Health Insurance Fund
- Registration and certification of health professionals
- Inspection and certification of health care facilities
- Enforcement Issues Pertaining to the Health Insurance Law and Regulations

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of certificates issued	25 - 45	1 - 20
• Number of on-site inspections	9 -18	6 -8
• Number of publications (pamphlets) disseminated	40 -50	40 -50
• Number of investigations conducted	20 – 24	20 – 24
• Number of papers, reports, speeches, statements, responses to questions and replies to correspondence	1,100 – 1,600	6 - 10
QUALITY		
• Certificates issued in accordance with established policies and procedures	100%	100%
• All disseminated information will be in compliance with the health insurance and health practice legislation	100%	100%
• On-site inspections and investigations are carried out based on approved policies and procedures	100%	100%
• All reports, papers, speeches will be reviewed and signed of by the head of department	100%	100%
TIMELINESS		
• Certificates issued 20 days after approval by Health Practice Commission Board	100%	100%
• Monthly- Distribution of materials	100%	100%
• Initial response to complaints provided within 10 working days	100%	100%
• All contributions, reports, papers, statements will be given within the agreed timeframe	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,176,345**	**$1,024,583**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises ABS Outputs:
HRB 9, HRB 10, HRB 11, HRB 12, HRB 13, HRB 14, HRB 15, HRB 16, HRB 17, HRB 18

HES 7	Collection, Recycling and Disposal of Waste		$3,678,201
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Total Infectious waste incinerated /Managed (tons)		275 – 300	275 – 300
• Tons of waste collected from commercial and residential properties		45,000 – 60,000	60,000 – 80,000
QUALITY			
• Infectious waste incinerated to applicable environmental/industry standards		95 - 100%	95 - 100%
• Collection of solid waste is in accordance to international standards		95 - 100%	95 - 100%
TIMELINESS			
• Infectious waste incinerated within 24-48 hours		100%	100%
• Twice per week as per current residential collection scheduled		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$3,678,201**	**$3,193,711**
RELATED BROAD OUTCOME: Conservation of our Biological Diversity and Ecologically Sustainable Development			
This Group Comprises ABS Outputs: EVH 5, EVH 18			

Note: The total cost of this output group is $6,390,502. However, the revenue of $2,712,301 reduces the cost to Cabinet to $3,678,201.

HES 8	**Public Health Services**		**$1,630,380**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of School visits/ promotions		30 – 35	30 – 35
• Number of leaflets on rodent control issued		800-1200	800-1200
• Number of indoor air quality assessments conducted and reported		30-40	30-40
• Engineering advice and reports		125-150	125-150
• Number of replies to parliamentary questions		3 -5	3 -5
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 and reports to be in compliance with Internationally accepted codes and standards including local laws		95-100%	95-100%
• Parliamentary questions properly researched, 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		**$1,630,380**	**$1,482,258**
RELATED BROAD OUTCOME: Conservation of our Biological Diversity and Ecologically Sustainable Development			
This Group Comprises ABS Outputs: EVH1, EVH 8, EVH 9, EVH10, EVH 11, EVH 15			

Note: The total cost of this output group is $1,782,579. However, the revenue of $152,199 reduces the cost to Cabinet to $1,630,380.

HES 9	**Environmental Health Monitoring Services**		**$506,661**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of complaints investigated		350-400	350-400
• Number of procurement of water samples		75-125	75-125
QUALITY			
• Investigations and reports which meet internal peer review standards for accuracy, relevance and adherence to applicable standards.		90-100%	90-100%
• Food and water samples collected and managed in accordance with acceptable laboratory standards		90-100%	90-100%
TIMELINESS			
• Responses to complaints within allotted period: High-risk complaints within 24 hours, medium within 72 hours, and low 120 hours		90-100%	90-100%
• Samples collected and delivered to laboratory standards		90-100%	90-100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$506,661**	**$465,849**
RELATED BROAD OUTCOMES: Conservation of our Biological Diversity and Ecologically Sustainable Development			
This Group Comprises ABS Outputs: EVH 17			

HES 10	**Emergency Response Services**	**$210,294**

DESCRIPTION

Hazardous waste operations and emergency response to natural or manmade events.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of responses to all hazardous material incidents	1 - 3	1 – 3
• Number of disaster management responses	2 – 3	2 - 3
QUALITY		
• Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety.	95-100%	95-100%
• The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans	90-100%	90-100%
TIMELINESS		
• Responses within 6-8 hours of receiving notification of a hazardous material spill or situation	95-100%	95-100%
• Activate the pre-hurricane response plan before the events as outlined in the departmental documents and along national plans	95-100%	95-100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$210,294**	**$140,430**

RELATED BROAD OUTCOMES:
Conservation of our Biological Diversity and Ecologically Sustainable Development

This Group Comprises ABS Output: EVH 14

HES 11	**Mosquito Control Services**	**$5,797,106**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Ground Applications	100	100
• Number of call-out request	150-250	175
• Number of visits/presentations	3-8	6
• Number of Swamp flooded and drained	2	2
• Number of Ovipots collected	650-800	650-800
QUALITY		
• Applications conform to the operations manual and other relevant guidelines	100%	100%
• Call-out requests responded to and mosquito complaints resolved	100%	100%
• Visits/presentations carried out by qualified personnel	100%	100%
• Operations to be completed with supervisor sign-off and in Compliance with the operational plan	100%	100%
TIMELINESS		
• On-going throughout period. Provide capability to make larvicide applications at any time, as environmental conditions require	80-100%	80-100%
• Respond to call-out request within 24 hours	100%	100%
• Completed according to departmental schedule	100%	100%
• Operations completed within timescale set by supervisor	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$5,797,106**	**$5,652,978**

RELATED BROAD OUTCOMES:
Conservation of our Biological Diversity and Ecologically Sustainable Development

This Group Comprises ABS Outputs: MRC 3, MRC 4, MRC 8, MRC 11, MRC 12, MRC 14, MRC 15

Note: The total cost of this output group is $5,809,106. However, the revenue of $12,000 reduces the cost to Cabinet to $5,797,106.

OUTPUT SUPPLIER: HEALTH SERVICE 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 • Dental and mental health care		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of emergency visits to Accident and Emergency	1,000-1,400	1,400
• Number of General Practice(GP) clinic visits	2,500-3,500	3,500
• Number of specialist clinic visits	1,500-2,500	2,238
• Number of dialysis patient treatment session	1,500-3,000	1,928
• Number of in-patient days	1,500-2,500	2,500
• Number of dental clinic visit	50-100	84
• Number of Inpatient admission	250-450	450
QUALITY		
• Percentage of patients satisfied with the service	95 - 100%	95 - 100%
• Emergency services available 24 hours per day, 365 days per year	100%	100%
• Outpatient visits scheduled on average within two weeks of request	95 - 100%	95 - 100%
• Elective inpatient admissions scheduled within two weeks of request	95 - 100%	95 - 100%
TIMELINESS		
• Percentage of patients seen in GP within 30 minutes of appointment	75-80%	75%
• Percentage of patients seen in SPC within 30 minutes of appointment	75-80%	75%
• Percentage of patients seen in Dental Clinic within 30 minutes of appointment time	75-80%	75%
LOCATION		
• Cayman Islands Hospital, Faith Hospital and District Clinics (the latter for outpatients only	100%	100%
COST	**$10,971,005**	**$10,971,005**
RELATED BROAD OUTCOME: A Fit and Healthy Population		
This Group Comprises Purchase Agreement Output: HSA 7		

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Maintenance of facilities including utilities for Faith Hospital, Dental Clinic and Little Cayman Clinic	3	3
• Total number of public health visits	2,000-3,000	2,498
• Total number of Specialist clinic visits	2,500-4,300	4,050
• Total number of mental health visits	250-500	398
• Total number of ambulance calls, patient transport and home visits	400-700	624
QUALITY		
• Emergency services available 24 hours per day	100%	100%
• Percentage of school aged children fully immunized as per National Immunization Schedule	90 -100%	98%
• Percentage of infants (<5yrs) fully immunized as per National Immunization Schedule	95%	95%
TIMELINESS		
• Outpatient visits scheduled on average within one week of request	95-100%	95%
• Elective Inpatient admissions scheduled within two weeks of request	95-100%	95%
LOCATION		
• Health Service Authority facilities on Cayman Brac and Little Cayman	100%	100%
COST	**$3,445,158**	**$3,445,158**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Output: HSA 21

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Total number of emergency and non-emergency calls	3,300-4,300	3,654
QUALITY		
• All vehicles and equipment check thoroughly daily (as per protocol) for roadworthiness and operational effectiveness	100%	100%
TIMELINESS		
• Unit dispatched within three minutes of call (unless unit on another call)	100%	100%
LOCATION		
• Station at West Bay Clinic, Grand Cayman	100%	100%
• Station at North Side Clinic, Grand Cayman	100%	100%
• George Town Hospital, Grand Cayman	100%	100%
COST	**$2,247,293**	**$2,247,293**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Output: HSA 23

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of doctor's clinic sessions	3,175-3,452	3,052
• Number of Nurse's Clinic sessions	4,860-5,320	5,104
• 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	1,130-1,600	1,148
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%	100%
LOCATION		
• North Side, Bodden Town, East End, George Town	100%	100%
COST	**$2,242,947**	**$2,242,947**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Outputs: HSA 31, HSA 32, HSA 33, HSA 34

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of beds	8	8
• Number of patients	100-200	146
• Number of patient days	1,600-2,300	1,856
• Number of patient days for clients detained under involuntary status (Mental Health Law, Remand)	250-550	402
• Number of visits to Day Centre	800-1200	1,040
• Number of Clients using Day Centre	50-75	226
• Number of Outpatient Clinic Visits	3,000-4,000	3,584
• Number of home visit	20-100	30
QUALITY		
• Average length of stay in hospital (days)	10 - 15	13
• Percentage of patients requiring re-admission for the same condition within three days of discharge	<20%	<0%
• Percentage compliance with an internal clinical quality review program	95 - 100%	95%
TIMELINESS		
• Percentage of patients seen within 12 hours of emergency call	100%	100%
• Percentage of admissions accepted within one hour of notification	75-80%	75%
• Percentage of patients seen within 30 minutes of appointment time	95-100%	95%
• Percentage of patients who receive appointment within 72 hrs of request	96-100%	97%
LOCATION		
• George Town Hospital, Mental Health In-Patient and Out-Patient Units, Grand Cayman	100%	100%
COST	**$2,231,204**	**$2,231,204**
RELATED BROAD OUTCOME: A Fit and Healthy Population		
This Group Comprises Purchase Agreement Output: HSA 28		

HEA 16	**Geriatric Services**	**$815,364**

DESCRIPTION

To provide comprehensive health care to residents > 59 years old who are uninsured or under insured or have exhausted their coverage.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of admissions (excluding indigents)	10-150	40
• Number of inpatient days	200-1,000	314
• Number of outpatient visits (primary, specialist and dental)	200-1,000	264
• Number of prescriptions dispensed	500-1,000	515
QUALITY		
• Average Length of Stay (LOS)	2-5 days	2 days
• Readmissions within 1/52 with same diagnosis	<1%	<1%
• Patient safety events	1%	0%
• Average number of prescriptions/patient	<7	1
TIMELINESS		
• Average time from decision to admission within 2 hours	95-100%	95%
• Waiting time to SPC appointment less than 4 weeks	80-90%	82.5%
• Outpatient visits scheduled on average within 2 weeks of request	90-100%	90%
• Elective inpatient admissions scheduled within 2 weeks of request	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$815,364**	**$815,364**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Output: HSA 37

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of emergency visits at Accident and Emergency	1,500-2,000	1,822
• Number of visits to General Practice	4,000-6,000	4,948
• Number of specialist clinic visits	2,500-4,000	3,332
• Total number of antenatal visits	700-900	888
• Total Number of family planning clinic visits (OB/GYN)	300-500	300
QUALITY		
• Percentage of compliance with internal quality review program	95-100%	95%
• Percentage of parents satisfied with the service	95-100%	95%
• Percentage of pregnant women booking before 16 weeks gestation	70-100%	74%
• Percentage of pregnant women with at least 8 antenatal visits	90-100%	99%
TIMELINESS		
• Emergency services available 24 hours per day, 365 days per year	100%	100%
• Outpatient visits scheduled on average within two weeks of request	95-100%	95%
• Elective inpatient admissions scheduled within two weeks of request	95-100%	95%
• Availability of appointment as per protocol	95-100%	95%
LOCATION		
• Cayman Islands Hospital and Faith Hospital	100%	100%
• Women's health Centre ;Faith Hospital, West Bay and Bodden Town–Obstetrician/Gynecologist visits (Midwives visits are in Public Health output)	100%	100%
COST	**$2,020,000**	**$2,020,000**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Outputs: HSA 1, HSA 2, HSA 3

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of school nurse clinic sessions	1,000-1,400	1,082
• Number of school health screening sessions	600-700	600
• Number of health education sessions	300-400	276
• Number of clinic sessions by school dental office	250-350	276
• Number of clinic sessions by school dental therapists	600-1,000	1,005
• Number of clinic sessions by dental hygienists	60-100	40
QUALITY		
• Percentage of school aged children fully immunized as per National Immunization Schedule	95-100%	98%
• Percentage of compliance with clinical quality programs	95-100%	95 – 100%
TIMELINESS		
• Percentage of students assessed prior to school entry per school year (September – July)	90 – 100%	98%
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 New School at Frank Sound)	95 - 100%	95 - 100%
• **School dental service**—George Town dental clinic, West Bay Health Centre, Bodden Town Health Centre, John Gray High School, George Hicks High School, Red Bay primary, Prospect Primary, John A. Cumber Primary, and dental caravan (rotating at various schools)	95 - 100%	100%
COST	**$1,430,445**	**$1,430,445**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Outputs: HSA 11, HSA 12

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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Patients seen with chronic non-communicable diseases e.g. cancer, hypertension, diabetes, renal failure etc.		40 – 100	52
QUALITY			
• % of chronic patients seen by a physician monthly		95-100%	95%
• % of patients seen by nutritionist monthly		95-100%	95%
• % of patients with blood studies completed monthly		85-95%	95%
TIMELINESS			
• Number of patients seen within 30 minutes of appointment		100%	100%
LOCATION			
• Cayman Islands Hospital		100%	100%
COST		**$775,608**	**$775,608**
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Output: HSA 38			

HEA 20	**Public Health Programmes, Investigations and Treatments**	**$1,580,576**

DESCRIPTION

Provision of administrative services for the Public Health programmes such as communicable disease surveillance and 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 (TB), Malaria or other communicable disease as certified by the Medical Officer of Health, as per the Health Fees Law and regulations.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours of administrative services	400-600	512
• Number of Communicable Disease reports compiled from thirteen sentinel sites	52-53	52
• Number of antigens included in the vaccination programme	14-16	14
• Number of PLWHA (person living w/HIV/AIDS) living on Island	60-65	61
• Number of TB patients treated	1-5	0
QUALITY		
• Programme documents and programme meet the quality review of Caribbean Epidemiology Centre (CAREC) / Pan American Health Organization (PAHO)	95-100%	95%
• Percentage of sites reporting weekly	95-100%	100%
• Percentage of participants satisfied (average per survey respondents)	75-80%	75%
• Percentage of compliance with internal clinical quality review programme (periodic Audits)	95 – 100%	95%
TIMELINESS		
• Percentage Compliance with weekly surveillance reports to CAREC	98 - 100%	100%
• Percentage of Health Promotion sessions and events conducted as scheduled	95 - 100%	98%
• Emergency Service Available 24 hours per day	100%	100%
LOCATION		
• Services provided through Public Health Department at H.S.A. and Health Centres George Town, West Bay, Bodden Town, East End, North Side and Cayman Brac	100%	100%
COST	**$1,580,576**	**$1,580,576**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Output: HSA 39, HSA 41

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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of Interns		3	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**	**$150,000**
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Output: HSA 40			

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of artefacts collected and Processed	50-100	50-100
• Number of new accessions registered	20-40	20-40
• Research into natural/cultural history topics	1-2	1-2
• General care and preservation of all the Museum's collections	8,700	8,600
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	100%	100%
• Research conducted with due professional care as established in the Museum written Collections Management Policy	100%	100%
TIMELINESS		
• Ongoing	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$147,744**	**$147,744**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Output: CNM 1

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Permanent cultural/natural history exhibition	2	2
• Number of visitors to the museum and shop	15,000-20,000	15,000-20,000
• Number of tours	50-100	50-100
• Number of special events and activities	5-12	5-12
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	100%	100%
• Professional standards of protection and security including a fully implemented disaster/ emergency preparedness plan and full insurance	100%	100%
TIMELINESS		
• Ongoing	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$541,728**	**$541,728**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Output: CNM 2

MUS 6	**Provision of Policy and General Advice 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Replies to questions from Cabinet, Legislative Assembly and others	1-10	1-10
• Draft replies to correspondence	1-10	1-10
• Information requests	25-50	25-50
• Quarterly and annual reports	4/1	4/1
• Briefings for meetings	1 – 6	1 – 6
• Specified and additional papers	1 - 6	1 - 6
QUALITY		
• All papers will define issues clearly and succinctly, with the nature and scope of the issues being clear, and have recommendations which are unambiguous	100%	100%
• All replies to questions, correspondence and reports must be comprehensive and accurate and to professional standards	100%	100%
TIMELINESS		
• Within time frames required	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$131,328**	**$131,328**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Output: CNM 3

OUTPUT SUPPLIER: CAYMAN NATIONAL CULTURAL FOUNDATION

NCF 7	**Arts and Culture Preservation, Documentation and Promotion**	**$99,873**

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 arts and culture journal and other literary works, are published by the CNCF).

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
National Collection of GK Bush artworks:		
• Number of works in the collection	126	126
• Number of inspections by art conservationist	1	0
• Number of Art Preservation	1	1
Arts awards presentation(s)	1	1
Cultural Resource Library:		
• Number of titles/materials available for public access	738-755	738-755
• Phase 1 of Survey of the Arts in Cayman: Survey design and development	1	1
• Number of new literary works/cultural journals & Newsletters published	2	1
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	100%	100%
• Arts Awards nominations reviewed and winners selected by panel of experienced persons in relevant fields.	100%	100%
• Library materials preserving or promoting Caymanian cultural heritage and the arts, and/or culture and the arts in general.	100%	100%
• CNCF produced publications to be reflective and inclusive of a range of local artists/and cultural organisations	80%	100%
TIMELINESS		
• GK Bush Collection Inspection – Bi-Weekly	100%	100%
• Arts Awards – 3rd Quarter	100%	100%
• Public access to Library – normal office hours	100%	100%
LOCATION		
• The Harquail Theatre	100%	100%
COST	**$99,873**	**$99,629**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Output: NCF 1

NCF 8	**National Festivals and Stage Productions**	**$467,438**

DESCRIPTION

- Production of the Cayman I Islands International Storytelling Festival – *GIMISTORY* 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Cayman Islands International Storytelling Festivals – *GIMISTORY*	1	1
• Number of national/international arts and culture events hosted or attended/number of papers presented	2	2
• Number of Cayman National Cultural Foundation produced stage presentations	1 - 3	1 - 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 – November 2015	100%	100%
• Events/Conferences / Seminars – 1st and 3rd Quarters	100%	100%
• Presentation of Stage Productions – 1st and 4th Quarters	100%	100%
LOCATION		
• The Harquail Theatre and/or other stages/auditoria	100%	100%
COST	**$467,438**	**$466,011**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Outputs: NCF 2, NCF 3

NCF 9 **Training and Support for Artistic Development**		**$61,589**
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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of public performances resulting form after school classes/rehearsals in performing arts	2-5	2-5
• Workshops in Traditional, Visual, Literary and/or Performing Arts	1 –3	1 –3
• Artistic grants awarded	8 - 16	8 - 20
QUALITY		
• Classes/programmes are delivered by qualified tutors in the respective field. Award of grants based on merit to individuals, and/or organisations that: Are not-for-profit, or are units of government, or educational institutions. Produce, present or support dance, literary arts, media arts, music, theatre, visual, traditional arts and crafts, and/or related arts.	100%	100%
TIMELINESS		
• Workshops held 2nd and 4th Quarters	100%	100%
• Grants publicized – On-going	100%	100%
• Performances – Summer Holidays and During School Year	100%	100%
LOCATION		
• The Harquail Theatre and other venues in Grand Cayman and Cayman Brac	100%	100%
COST	**$61,589**	**$63,260**
RELATED BROAD OUTCOME: A Centre of Excellence in Education		
This Group Comprises Purchase Agreement Outputs: NCF 4, NCF 5		

OUTPUT SUPPLIER: NATIONAL GALLERY OF THE CAYMAN ISLANDS

NAG 1	**Exhibitions and Art Festivals**		**$116,193**
DESCRIPTION Provision of exhibitions of visual arts, and related educational programming, for students, residents and visitors.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of exhibits in Central Venue		4	7
• Target of visitors for each exhibition		4,000	4,000
• Target of visitors for offsite exhibition		100	100
• Education resources for exhibitions		8	8
• Blue Dragon Trail		1	1
• Management and upkeep of NGCI Exhibitions Facility		1	1
QUALITY			
• Exhibitions mounted in accordance with international guidelines		100%	100%
TIMELINESS			
• Cayman Sand (Feb/March 2016)		100%	100%
• Permanent Galleries Exhibitions (ongoing)		100%	100%
• Solo Exhibition (Dec/Jan 15/16)		100%	100%
• Education resources for exhibitions		100%	100%
• Blue Dragon Public Art Project		100%	100%
LOCATION			
• The National Gallery, Easterly Tibbetts Highway		100%	100%
• Heritage House for the exhibitions in Cayman Brac		100%	100%
• Districts around the Cayman islands		100%	100%
COST		**$116,193**	**$116,193**
RELATED BROAD OUTCOME: A Centre of Excellence in Education			
This Group Comprises Purchase Agreement Output: GAL 1			

NAG 2	**National Art Collection**	**$67,036**

DESCRIPTION

- Provision to acquire, conserve, and exhibit a National Art Collection and related research materials (database, conservation materials, and art library).

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Management and Upkeep of Collections Gallery and Art Library	2	2
• Library collection (Books, arts journals, magazines, DVD's and videos for public loan)	2,800	2,700
• Number of artworks in NGCI's National Collection	180	165
• Collections management - electronic filing and conservation	1	1
• Development of classroom and education materials relating to National Collection and the History of Caymanian Art	10	10
• National Art Collection Guide (research/development/publishing)	1	1
• Audit of collection conditions twice annually	2	1
• Management and rental of Collections Storage Facility	1	1
QUALITY		
• Managed in accordance with the NGCI Collections Management Policy and the MA (UK) and ICOM Code of Ethics and universal environmental standards for storing artwork.	100%	100%
• Increased public access to and enjoyment of National Collection increase through donations and purchases	100%	100%
• Increase Library holdings through donations and purchase	100%	100%
• Accession records of collection kept up to date in hard copy and computer files	100%	100%
• National Art Collection Guide (research/development/publishing)	100%	100%
• Successful condition audits	100%	100%
TIMELINESS		
• Data, collections and files updated continually	100%	100%
LOCATION		
• The National Collection is displayed at the National Gallery facility. The Art Library comprising books, journals, magazines, DVD's and other research material is housed at the Education Centre. Collections Storage Facility is off premises in Industrial Park	100%	100%
COST	**$67,036**	**$67,036**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Output: GAL 2

NAG 3	**Art Education and Outreach Programmes**	**$218,621**

DESCRIPTION

- 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Education Programmes	101	122
• Number of Scholarships/Internships & Training	38	38
• Preparation and publishing of NGCI e-bulletin	52	52
• 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)	25	22
• Management and Upkeep of national database of Caymanian artists and artwork	1	1
QUALITY		
• Increased international appreciation and understanding of the unique arts and culture of the Cayman Islands.	100%	100%
• National Collection confirms to standards set by the National Art Gallery	100%	100%
• Education Programmes are all delivered in accordance with international standards by experienced and trained instructors	100%	100%
TIMELINESS		
• Preparation and publishing of NGCI e-bulletin (weekly).	100%	100%
• Education and outreach programmes will be on-going	100%	100%
• Data, collections and files updated continually	100%	100%
LOCATION		
• The National Gallery, Easterly Tibbetts Highway	100%	100%
• Outreach programmes at Northward and Fairbanks Prisons, Eagle House, Caribbean Haven Rehabilitation Centre, Kirkconnell Community Centre Cayman Brac	100%	100%
COST	**$218,621**	**$218,621**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Output: GAL 3, GAL 4

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		**2015/16 Budget**	**2014/15 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**	**$8,550**
RELATED BROAD OUTCOMES: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Outputs: TBD 6			

OUTPUT SUPPLIER: BRITISH RED CROSS OF THE CAYMAN ISLANDS

NGS 4	**HIV/AIDS and First Aid 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	**2015/16 Budget**	**2014/15 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)	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$22,325**	**$22,325**
RELATED BROAD OUTCOMES: A Centre of Excellence in Education		
This Group Comprises Purchase Agreement Outputs: BRC 1		

OUTPUT SUPPLIER: CAYMAN HOSPICE CARE

NGS 53	**Palliative Care Nursing**		**$50,825**
DESCRIPTION The rate above is the minimum amount needed to fund one Cayman HospiceCare (CHC) 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 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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number patients visited/cared for		165 – 185	165 - 185
QUALITY • Care should be in accordance with requests/needs of each patient		90 - 100%	90 -100%
TIMELINESS • Service will be provided as needed		100%	100%
LOCATION • Cayman Islands - in patients' homes, in hospital and in the CHC Villa		100%	100%
COST		**$50,825**	**$50,825**
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Output: HOC 1			

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Radio Public Service Announcements (PSA's)	6	6
• Television PSA's	2	2
• Newspaper inserts	12	12
• Condom distributions	15,000	15,000
• Awareness sessions to parliamentarians, volunteers etc.	10	10
• Youth Awareness sessions	50	50
• Plans and conduct survey	1	1
QUALITY		
• Messages in conformity with best practices	100%	100%
• Awareness session in which participants increase their knowledge by 20%	90%	100%
TIMELINESS		
• Implement monthly PSA's, publications	95%	95%
• Awareness sessions conducted as planned	90%	90%
• Percentage of sessions held as planned	90%	90%
LOCATION		
• Cayman Islands	100%	100%
COST	**$45,125**	**$45,125**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Output: CAF 1

OUTPUT SUPPLIER: CAYMAN AND OVERSEAS HOSPITALS

NGS 55	**Tertiary Care at Various Overseas Institutions**		**$11,443,847**
DESCRIPTION Provision of tertiary health care for indigents, seamen and veterans who are referred for treatment overseas.			
MEASURES		**2015/16 Budget**	**2014/15 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		95%	95%
LOCATION			
• Various locations in the United States, Canada and the Caribbean		100%	100%
COST		**$11,443,847**	**$17,000,000**
RELATED BROAD OUTCOMES: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Outputs:			

Note: 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.

OUTPUT SUPPLIER: VARIOUS OUTPUT SUPPLIERS

NGS 83	**Other Health and Cultural Programmes**		**$21,375**
DESCRIPTION Support to and development of cultural programmes in various disciplines.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of cultural organisation		2	2
QUALITY • Cultural productions and activities in accordance with international cultural standards		90 - 100%	90 - 100%
TIMELINESS • On-going throughout the year		95%	95%
LOCATION • Cayman Islands		100%	100%
COST		**$21,375**	**$21,375**
RELATED BROAD OUTCOME: A Centre of Excellence in Education			
This Group Comprises Purchase Agreement Outputs: CME 1, CDS 1			

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

OUTPUT SUPPLIER: MINISTRY OF DISTRICT ADMINISTRATION, TOURISM AND TRANSPORT

DAT 1	**Advice and Support to the Minister of District Administration, Tourism and Transport**	**$2,331,919**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of cabinet papers, briefing notes, policy advice, motions, speeches, media releases, briefing sessions, responses to parliamentary questions	190 – 263	165
• Number of meetings attended	156-201	201
• Number of written replies to inquire board appointments and complaints	75-100	85
• Number of Agendas/Minutes prepared for the Public Transport Appeals Tribunal	10-12	10
• Number of Agreements reviewed and monitored	12	12
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 assessed	100%	100%
• Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel	100%	100%
• Representations at meetings/briefings by knowledgeable and professional personnel	100%	100%
• Written replies will be factual and well researched and in accordance with the relevant law	90% - 100%	90% - 100%
• Agenda and minutes accurately reflect Board decisions, vetted and amended as necessary by respective board	90% - 100%	90% - 100%
• Purchase agreements to contain quantity, quality, cost and timeliness measures to meet standards specified in the Public Management and Finance Law (2013 Revision)	100%	100%
TIMELINESS		
• All will be delivered by agreed target dates	100%	100%
• Attendance at meetings within timeframe agreed	100%	100%
• Written replies issued within ten working days of receipt	90% -100%	100%
• Agendas - within two to three working days before scheduled meeting	80% -100%	100%
• Purchase Agreements/Ownership are finalized within specified deadline	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$2,331,919**	**$1,886,959**

RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy
Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics

This Group Comprises ABS Outputs: MDT 1, MDT 2, MDT 3, MDT 17, DAD 16, TOU 26

DAT 2	**Government Services in Cayman Brac and Little Cayman**	**$3,924,283**

DESCRIPTION

Provision of Government services in Cayman Brac and Little Cayman which includes:

- Passports and Other Travel Documents
- Processing of registration applications for corporate and vital information registers
- Organizing official visits and ceremonial events
- Develop, implement and support Tourism and Business Initiatives to help energize the economy and create jobs
- Vehicle, Electrical and Other Miscellaneous Inspection and Licensing Services
- Child Day-care and Pre-School Services
- Customs and Immigration Services and Controls
- Treasury Services: Processing Account Payable and Receivable Transactions
- Sports Coaching, Community Sport Programmes and Recreational leagues and events

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of travel documents processed	279 -353	404
• Number of registration applications processed	149 – 207	282
• Number of Official visits and ceremonial events arranged	70-80	63
• Number of meetings, quarterly adverts, response to information, brochures distributed, trade shows attended, tours conducted, websites and social media maintained, workshop held and marketing support	3,535- 4,676	5,481
• Number of Number of FOI requests	1 – 12	7
• vehicles inspected/licensed, electrical inspections conducted and driver's license, spear gun licenses and firearm licenses issued	3,028 – 3,567	3,303
• Number of children at childcare facility	25 -30	28
• Number of passengers processed	50,000 – 55,000	52,500
• Number of aircrafts and marine crafts cleared	4,100 – 10,000	4,613
• Number of transactions/batches and cheques processed	8,500 – 10,000	9,250
• Number of community sport development programmes	70-80	75
QUALITY		
• Travel documents with full compliance of guidelines	100%	100%
• Registration application meet legislative requirements	100%	100%
• Visits and events organised by senior staff	100%	100%
• Information research/response by trained staff	100%	100%
• Vehicle/ Driving Licensing is in accordance with guidelines	100%	100%
• Childcare meets standards set by Education Department	100%	100%
• Passengers processed in full compliance with customs and immigration laws	100%	100%
• Payments executed in accordance with Public Management and Finance Law (2013 Revision) and department policy	100%	100%
• Community/National coaching are conducted by technical staff trained to standards set by the international governing body for the particular sport	100%	100%

TIMELINESS		
• waivers and other documents completed Within two days; 4 - 6 weeks for U.S visas and two weeks for passports	100%	100%
• Registration within one day for marriage license and one hour for birth and death certificates	100%	100%
• Inspection and licensing services are processed within 24 hours of request	100%	100%
• Childcare service provided 8:00 A.M. – 5:30 P.M., Monday – Friday	100%	100%
• Passenger processed within two minutes	100%	100%
• Payments processed within one week of receipt	100%	100%
• Community Coaching/National programmes held daily 5 - 6 days a week	100%	100%
LOCATION		
• Cayman Brac and Little Cayman	100%	100%
COST	**$3,924,283**	**$3,846,932**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics		
This Group Comprises ABS Outputs: DAD 17, DAD 18, DAD 19, DAD 22, DAD 23, DAD 25, DAD 27, DAD 28, DAD 29, DAD 30		

DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman	$4,185,822

DESCRIPTION

- Disaster management, preparedness and response services
- Construction and maintenance of public facilities and infrastructure
- 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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of Disaster Exercise executed	2 - 4	2
• Number of emergency shelters maintained	4	4
• Number of miles of road maintenance and construction, job orders processed and other projects/ minor works completed	1,560 – 1,900	940
• Number of artefacts preserved	3,500 – 4,000	3,750
• Number of displays/exhibitions	25 – 35	30
• Number of tours provided	400 – 400	425
• Number of Heritage House Bookings / Events	10 - 15	6
QUALITY		
• Annually updated Hurricane and Disaster Plan	100%	100%
• Training exercises conducted according to guidelines	100%	100%
• Roads are constructed to National Engineering standards	100%	100%
• Buildings are constructed to National Building Code standards	100%	100%
• Artefacts secured, exhibited and preserved in accordance with	100%	100%
• National Museum standards	100%	100%
• Historical Sites marked with descriptive signs to United States Parks standards	100%	100%
TIMELINESS		
• Cover hurricane season June – November	100%	100%
• Immediate response to other disasters	100%	100%
• As set out in annual budget guidelines and approved works program	100%	100%
• Open to public access seven days per week	100%	100%
LOCATION		
• Cayman Brac and Little Cayman	100%	100%
COST	**$4,185,822**	**$4,200,087**

RELATED BROAD OUTCOMES:
A Strong, Thriving and Increasingly Diverse Economy
Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics

This Group Comprises ABS Outputs: DAD 21, DAD 24, DAD 26

DAT 5	**Inspection, Testing and Licensing Services**	**$616,126**

DESCRIPTION

Provide Tourist Accommodation Inspections and Licensing Services on behalf of the Hotel Licensing Board and collect and record Tourism Revenue including:

- Tourist Accommodation Tax Charges (TAC)
- Timeshare Tax Charges (TSC)
- Tourist Accommodation License Fees

Review records of tourist resorts to ensure that the revenue submitted to the department is in compliance with the Tourism Law and Tourist Accommodation Taxation (TAT) Law

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
Number of Inspections: Grand Cayman		
• Condo/Cayman	1,188 - 1,313	1,190
• Villa Guest / House	884 - 977	624
• Hotel	1,226 - 1,350	1,194
Number of Inspections: Sister Islands		
• Condo/Cayman	110 – 120	55
• Villa Guest / House	82 – 88	143
• Hotel	95 -105	56
Collection of Revenue		
• Number of tourist accommodation tax receipts issued	5,130 – 5,670	5,293
• Number of timeshare tax receipts issued	82 – 86	93
• Number of License Fee receipts issued	535 – 540	525
• Number of accommodations audit reports issued	1 - 3	N/A
QUALITY		
• Inspections done in accordance with Tourism Law	100%	100%
• Accommodation and public facilities inspection evaluation process done in accordance with Internationally accepted standards and practices	100%	100%
• Properties will be inspected by qualified personnel	100%	100%
• Consultation and award of accommodation licenses will be done by the Hotel Licensing Board	100%	100%
• Taxes are collected in accordance with to Tourism Law	100%	100%
• 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	100%	100%
• Revenue submission to be in compliance with the relevant laws and policies	100%	100%
• Audits done in accordance with the Tourism Law and the Public Management Finance Law	100%	100%
TIMELINESS		
• Condo/Apartments, Villa/Guest Houses - Between the period April 15-Aug 31	100%	100%
• Hotels - Between the period June 15-Oct 31	100%	100%
• Public Facilities – On-going throughout the period	100%	100%
• Collect Tourist Accommodation and Timeshare Tax on or by the 28th of each month, following the month in which accommodation was provided	100%	100%
• Collect Tourist Accommodation License Fees upon the application for a License or renewal	100%	100%
• Revenue from fees to be submitted to the bank on a daily basis	100%	100%
• Audit reports will be issued within 3 months (90 working days) of the commencement of the audit	100%	100%

LOCATION • Cayman Islands	100%	100%
COST	**$616,126**	**$673,392**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy Modern, Smart Infrastructure Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics		
This Group Comprises ABS Outputs: TOU 14		

DAT 6	**Public Education Programmes**	**$913,908**

DESCRIPTION

- Provide Customer Service Training and Improvement methods for private sector employees and public sector personnel
- Increase the community's awareness of the importance of tourism to the Cayman Islands economy in areas such as Tourism
- Career Awareness, Promotion and Exploration to Students
- Plan and execute Tourism Activities in support of the Hospitality School and the Tourism Sector
- Assisted events includes; Central Caribbean Marine Institute (CCMI) /Cayman National Cultural Foundation (CNCF) /Cayman Islands Tourism Association (CITA) /National Trust Education Activities
- Media placements, tourism training/presentation workshops for teachers conducted, tourism familiarization trips undertaken, tourism education programmes/activities developed for students Grade 1 to 12 and career awareness workshops

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of customer service workshops, mystery shopping assessments	78 – 84	106
• Number of assisted events, industry reports, International tourism partner competitions executed	93 – 105	43
QUALITY		
• Workshops will be designed to meet CIDOT's performance metrics (learning objectives met, learning impact assessed) and the ASTD Standard	100%	100%
• All Tourism education programs will be designed and delivered to meet CIDOT's performance metrics (learning objectives met, learning impact assessed)	100%	100%
TIMELINESS		
• Workshops- Ongoing throughout the year	100%	100%
• Mystery Shopping- Quarter 3 (January to March)	100%	100%
• Tourism career awareness presentations and expos throughout the period	100%	100%
• Community tourism awareness events to take place over the period of the year	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$913,908**	**$872,098**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy
A Centre of Excellence in Education
A Work-Ready and Globally Competitive Workforce

This Group Comprises ABS Outputs: TOU 11, TOU 19

DAT 7	**Tourism Public Relations**	**$1,621,179**

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 awareness and enhance the image of the Cayman Islands, in order to promote tourism using channels such as:

- Press Releases
- Visiting Journalist Program
- Targeted Media Event and Promotions
- Speeches, Features, Articles and Newsletters
- Event Photography and Graphic Design
- Social Media

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
Number of meetings:		
• Number of Press / Photo Releases	53 – 59	98
• Number of 'Crisis' Related Communications	11 – 17	13
• Number of Visiting Journalist Trips	56 -62	97
• Number of film productions facilitated	9 – 15	17
• Number of published stories	195 – 200	391
• Number of Events/Promotions	16 – 22	31
• Number of speeches written	17 – 23	13
• Event Photography and Graphic Design (Banners, Invitations, Ads etc.)	93 -99	134
• Number of presentations/reports	27 -23	36
QUALITY		
• Branding image to be maintained at all times	100%	100%
• All media communication and releases to be pre-approved by PR Manager or Director prior to issue.	100%	100%
• All communications will be in compliance with agreed plans and strategies	100%	100%
TIMELINESS		
• Press Releases will be written and approved, 1–2 days prior to release date	100%	100%
• 'Crisis' Press Releases to be distributed as appropriate	100%	100%
• Speeches written a minimum of 2 days before event	100%	100%
• Visiting Journalist Programme spans a calendar year, trip maybe centered around specific calendar events or maybe customized for specific journalist stories	100%	100%
• Photography and graphic support provided as appropriate upon request	100%	100%
• Attend all briefings as required by Chairperson(s) or by the Ministry	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,621,179**	**$1,447,286**

RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises ABS Outputs: TOU 9

DAT 8	**Tourism Advertising Activities**	**$6,940,389**

DESCRIPTION

Market the Cayman Islands through the following methods of advertising:

- Print
- Radio
- Television
- Web/ Internet

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of print insertions	170 – 178	225
• Number of radio spots	975 – 980	739
• Number of television spots	4,358 – 4,816	3,372
• Number of web locations (digital activity placements)	233 239	216
QUALITY		
• Content of all materials to be in compliance with the agreed strategy set forth by the Department of Tourism	100%	100%
• In compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
TIMELINESS		
• In accordance with agreed plan/ timelines of Department of Tourism's media plan	100%	100%
LOCATION		
• Cayman Islands, USA, UK, Continental Europe and Canada	100%	100%
COST	**$6,940,389**	**$7,007,164**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy

Modern, Smart Infrastructure

Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the islands' Unique Characteristics

This Group Comprises ABS Outputs: TOU 22

DAT 9	**Tourism Sales and Promotion**	**$4,092,899**

DESCRIPTION

Promote an awareness of, and travel to, the Cayman Islands using a variety of tools for both our trade and consumer audiences. These tools will range from in person sales calls with travel agents to Familiarization trips for travel agents to online presence through the management of seven websites used for promotional purposes.

Trade

- Participate in Trade Shows
- Conduct Trade Training Seminars
- Sales "Blitz"
- Sales calls
- Partnership/Affinity Programs
- Familiarization Trips
- Hard copy e.g. post cards, promotional brochures sent via traditional post, travel planner

Consumer

- Events Sponsorships
- Consumer Shows
- Partnership/Affinity Programs
- Hard copy e.g. post cards, promotional brochures sent via traditional post, travel planner

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
Trade		
• Number of trade shows attended	58 -64	64
• Number of trainings given	235 – 262	280
• Number of sales' blitz conducted	6 – 12	18
• Number of Sales offices visited	1,052 – 1,164	1,227
• Number of partnerships/ affinity programs entered into	2 – 6	8
• Number of FAM trips	1,052 -1,164	22
• Number of hard copy e.g. post cards, promotional brochures	2 – 6	43
Consumer		
• Number of events sponsored	50 – 56	74
• Number of consumer shows attended	80 -84	88
• Number of affinity programs	5 – 9	16
• Number of special events hosted	1 – 5	7
• Number of hard copy e.g. post cards, promotional brochures sent via traditional post, travel planner	3 - 7	30
QUALITY		
• Exhibits at Trade Shows to be displayed in accordance with Tourism Guidelines	100%	100%
• Special Events, Familiarisation Trips, Sales Calls, Sales blitz's &Training to be conducted by qualified, knowledgeable personnel	100%	100%
• Quality should be in compliance with agreed plans and strategy	100%	100%
• Branding image to be maintained at all times	100%	100%
TIMELINESS		
• Ongoing throughout the period	100%	100%
LOCATION		
• USA, UK, Canada and Cayman Islands	100%	100%
COST	**$4,092,899**	**$3,867,926**

RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises ABS Outputs: TOU 21

DAT 10	**Tourism Marketing**	**$1,743,981**

DESCRIPTION

Direct marketing of the Cayman Islands to consumers and trade through:

- Digital e.g. electronic post cards, newsletters and e-blasts delivered via the internet
- Direct (e.g.- social on-site activation delivered, face-to-face)

Web management and Social Media

- Special Events and Promotions
- Content Updates
- Partner E-brochure updates
- Consumer Enhancements
- Messages, Videos and Activation (on-site)

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
Consumer		
• Number of digital post cards, newsletters or e-blasts developed and distributed	46 – 52	113
• Number of direct activities	35 – 42	N/A
Trade		
• Number of digital post cards, newsletters or e-blasts developed and distributed	25 – 21	6
• Number of direct activities	8 -13	N/A
Number of digital marketing initiatives:		
Website Management		
• Number of promotions supported	28 -33	30
• Number of Website content updates	2,580 – 2,855	4,365
• Number of Partner E-brochure updates	83 – 89	1,071
• Website enhancement projects	6 -10	8
Social Media		
• Number of messages posted on social media channels	1,765 – 1,950	1,179
• Number of Website content updates	13 – 19	N/A
• Number of Partner E-brochure updates	3 - 7	N/A
QUALITY		
• In accordance with the digital media framework	100%	100%
• In accordance with the agreed strategy, plan and timeline of DOT's annual marketing plan	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%	100%
TIMELINESS		
• Ongoing throughout the year	100%	100%
LOCATION		
• USA, UK, Canada and Cayman Islands	100%	100%
COST	**$1,743,981**	**$1,706,786**

RELATED BROAD OUTCOMES: Modern, Smart Infrastructure
A Strong, Thriving and Increasingly Diverse Economy
Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the islands' Unique Characteristics

This Group Comprises ABS Outputs: TOU 20

DAT 11	**Support for Local Tourism Providers**	**$1,622,955**

DESCRIPTION

Support for local tourism providers involving:

- Implement the Cayman Islands Environmental Program for the Tourism Sector (CEPTS)
- Identify and facilitate Physical and Tourism Service Product Enhancement Projects
- Data collection, preparation and publication of statistical reports, to be provided to Department of Tourism stakeholders, industry partners and tourism related associations
- Cruise Tourism Management

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of EMS support sessions, environmental awareness activities, programmes, tourism partners adopting and implementing environmental best practices	20 -36	34
• Number of tourist way finding and attraction location signage, NTMP actions coordinated and implemented, activities supporting community tourism, local culture and heritage, musical performance to enhance visitor experience and product development collateral initiatives	12 -46	65
• Number of reports produced	59 -88	39
• Cayman Calling – Cruise Conversion	11 - 19	18
QUALITY		
• Environmental Management Systems (EMS) set up will meet: The internationally recognised environmental standards of Green Globe Certification or another similar accredited environmental programme	100%	100%
• Signage will be highly visible and in keeping with the aesthetics of the attractions/facilities	100%	100%
• Visitor experience programmes will be enhanced by local musicians and qualified Frontline staff	100%	100%
• Data gathered and reports written according to Tourism Law (1995 Revision) and Tourism Regulations (1996 Revision)	100%	100%
• Programmes etc. will be carried out in accordance with National Tourism Management Policy (NTMP) and the annual work plan of the Department of Tourism	100%	100%
TIMELINESS		
• Ongoing throughout the period	100%	100%
• Reports for any particular month will be produced and approved for release by the last Friday of the following month.	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,622,955**	**$1,465,745**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy

Modern, Smart Infrastructure

Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the islands' Unique Characteristics

This Group Comprises ABS Outputs: TOU 15, TOU 16, TOU 18, TOU 24

DAT 12	**Collection of Coercive Revenue**		**$30,938**
DESCRIPTION Collection of Government Revenue.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of revenue collection transactions/receipts		9,000 – 10,000	9,083
QUALITY			
• Collect revenue in accordance with Public Management and Finance Law (2013 Revision), and other legal framework		100%	100%
• Activities performed by trained staff		100%	100%
• Revenue reconciliation carried out monthly		100%	100%
TIMELINESS			
• Revenue deposited within two working days of collection		100%	100%
• Legal penalties enforced within ninety calendar days on outstanding revenue		100%	100%
LOCATION			
• Cayman Brac and Little Cayman		100%	100%
COST		**$30,938**	**$214,938**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy A More Efficient, Accessible and Affordable Public Service A Culture of Good Governance			
This Group Comprises ABS Outputs: DAD 20			

DAT 13	**Weather Forecast Services**	**$1,201,816**

DESCRIPTION

The meteorological service provides:

- Meteorological and related services to the various governmental departments and statutory bodies in the form of reports and special projects
- Range of weather information, forecast and warning services to the community at large through the media for protection of life and property
- Maintenance of systems for the collection and quality control of observational data to assemble the national climate record and support meteorological research
- Maintenance of the national climate archive as an integral part of providing climate monitoring and prediction services

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Meteorological Aviation Observations	10,750 – 11,000	10,800
• Number of Aviation Forecast	2,900 – 2.950	2,920
• Number of Public Weather Forecast	1,075 – 1,100	1,080
• Number of Weather Warnings	250 – 300	275
• Number of reports as requested/needed due to media request, statistical request and special reports	30 -50	40
QUALITY		
• All the work and data gathering is done under the conventions and recommended standards and practices of the World Meteorological Organization (WMO) and the International Civil Aviation Organization (ICAO) using most up to date technology where available	100%	100%
• All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices recognized by the World Metrological Organization (WMO)	100%	100%
TIMELINESS		
• Meteorological Aviation Observations will be submitted on an hourly basis	100%	100%
• Aviation Forecast will be submitted 4 times per day	100%	100%
• Public forecast reports will be updated three times daily	100%	100%
• Warnings will be issued as required for threatening severe weather systems	100%	100%
LOCATION		
• Grand Cayman and Cayman Brac	100%	100%
COST	**$1,201,816**	**$1,124,588**

RELATED BROAD OUTCOME: Modern, Smart Infrastructure

This Group Comprises ABS Outputs: NWS 3

DAT 14	**Public Transport Services**	**$593,839**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of reports prepared	40 – 60	50
• Number of applications processed	1,500 – 2,000	1,700
• Number of permits and IDs issued	500 – 800	700
• Number of inspections carried out	1,000 – 1,200	1,100
• Number of complaints investigated	450 – 600	500
• Average number of Omni buses ranked and dispatched per month	4,500 - 600	4,500 – 6,000
QUALITY		
• Reporting will be in accordance with established law and regulations	100%	100%
• Applications process in accordance with established laws and regulations	100%	100%
• Permits issued in accordance with decisions made by the Public Transport Board	100%	100%
• Inspections carried out in accordance with established laws	100%	100%
• Investigations carried out in accordance with the Traffic Law and Public Transport Vehicle Regulations	100%	100%
• Omni Bus dispatched in accordance with established rules and guidelines	70- 100%	70- 100%
TIMELINESS		
• Reports will be prepared within ten working days of the following month	90 -100%	90 -100%
• Complaint investigations will be conducted within two working days of receipt	75 - 100%	75 - 100%
• Omni buses will be dispatched every 5-15 minutes	60- 100%	60- 100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$593,839**	**$591,672**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy

A More Efficient, Accessible and Affordable Public Service

A More Secure Community

This 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 the Sister Islands of Cayman Brac and Little Cayman using Twin Otter aircraft and specific jet supplemental flights.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• One way flights between Grand Cayman and Cayman Brac or Little Cayman		2,000 – 2,600	2,000
• One way flights between Cayman Brac and Little Cayman		1,800 – 2,100	1,000
• One way passengers carried		75,000 – 80,000	72,760
QUALITY			
• All flights will be operated in accordance with the airline's operating, safety, and maintenance standards		100%	100%
TIMELINESS			
• All flights will be operated with due regard for timeliness and reliability		80%	80%
LOCATION			
• Cayman Islands		100%	100%
COST		**$2,848,928**	**$2,848,928**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics			
This Group Comprises Purchase Agreement Outputs:			

CAL 2	**Strategic Tourism, Regional and Core Air Services**		**$14,456,872**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of Direct, one way flights per annum • Number of one ways passengers carried per annum		4,800 – 5,200 290,000 – 340,000	5,000 302,086
QUALITY			
• All flights will be operated in accordance with the airline's operating, safety, and maintenance standards		100%	100%
TIMELINESS			
• Operates each month of the year with seasonal fluctuations • Flights are expected to operate on Schedule (departure and/or arrival within 15 minutes of schedule)		80% 80%	80% 80%
LOCATION			
• Strategic US gateways including: New York, Miami, Tampa, Dallas and Chicago • Regional gateways including: Kingston, Montego Bay, La Ceiba and Havana		100% 100%	100% 100%
COST		**$14,456,872**	**$14,956,872**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy			
This Group Comprises Purchase Agreement Outputs:			

OUTPUT SUPPLIER: TOURISM ATTRACTIONS BOARD

TAB 1	**Management of Pedro St. James National Historic Site**	**$850,100**
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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of historical material and artefacts preserved	190 – 200	198
• Number of historical buildings and memorials maintained	4	4
• Number of social events organized	15-20	15
• Collections and exhibitions arranged/maintained	3	3
• Hours of administration of Visitor Centre and Gift Shop	3,000 – 3,100	3,084
• Hours of inspection and maintenance of landscaping	1,750 – 2,000	1,800
QUALITY		
• Preservation complies in accordance with established guidelines	100%	100%
• Maintenance meets the standard guidelines	100%	100%
• Events organized by qualified personnel	100%	100%
• Inspection and maintenance of landscaping meets design criteria	100%	100%
TIMELINESS		
• Open to the public daily 9:00am to 5:30pm	100%	100%
• Special events available as agreed by appointment	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$850,100**	**$865,100**
RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy		
This Group Comprises Purchase Agreement Outputs: TBD 1		

TAB 2	Management of Queen Elizabeth II Botanic Park	$621,844

DESCRIPTION

To preserve, facilitate and market the QE 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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Hours of administration of Visitor Centre and Gift Shop	3,000 – 3,100	3,084
• Number of acreage preserved and protected in partnership with the National Trust	65	65
• Number of specialist gardens	5 – 7	7
• Number of special events	3 – 5	4
• Number of visitor centre displays	2	2
• Number of workshops organized	2	2
QUALITY		
• Preservation, maintenance of plants, trails and gardens in accordance with established guidelines	100%	100%
• Well documented and labelled plant collection	100%	100%
• Special events organized by qualified personnel	100%	100%
• Safety standards in accordance with Agriculture/Department of Environment regulations	100%	100%
TIMELINESS		
• Open to the public daily 9:00 a.m. to 5:30 p.m.	100%	100%
• Rentals by appointment	100%	100%
• Special events and workshops available as agreed by appointment	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$621,844**	**$656,844**

RELATED BROAD OUTCOME:

A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises Purchase Agreement Outputs: TBD 2

TAB 3	**Annual Pirates Week Festivals and Events**	**$275,052**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of musical presentations arranged	6 – 9	9
• Number of pageantry (landing/parade) organized	2	2
• Number of heritage displays organized	7	7
• Number of art exhibitions organized	3	3
• Number of visual displays (fireworks/confetti) arranged	8 – 10	9
• Number of kids fun day arranged	3 -5	4
• Number of volunteers and awards night arranged	1	1
• Number of publications available for promotion	2	2
Number of gift shops managed	1	1
QUALITY		
• All required activities arranged satisfactorily	100%	100%
• Adherence to accepted standards for exhibition and publication	100%	100%
• Participants professionally qualified and knowledgeable in appropriate techniques	100%	100%
• Stock displays promotes the Pirates Week National Festival	100%	100%
TIMELINESS		
• Events and activities arranged by October each year	100%	100%
• Services available to customers Monday to Saturday 9:00am to 5:00pm	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$275,052**	**$275,052**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises Purchase Agreement Outputs: TBD 3

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of applications processed or amended	10 – 15	11
• Number of vendors and artists coordinated	25 -35	25
• Number of inspection of supply and quality of products	230 – 250	241
• Number of craft market buildings, tents, and landscaping maintained	7 – 9	7
• Number of special events organized when not operated as a market	1 -3	1
QUALITY		
• Ensure vendors compliance with code of conduct	100%	100%
• Scrutinize applications for proper products criteria	100%	100%
• Ensure quality presentation	100%	100%
• Adherence to good public safety practices	100%	100%
• Meet required standard of hygiene for the facilities	100%	100%
• Events organized by qualified personnel	100%	100%
TIMELINESS		
• Open to the public Monday to Friday	95% - 100%	95% - 100%
• Events organized by the required timeframe as agreed	95% - 100%	95% - 100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$125,111**	**$125,111**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises Purchase Agreement Outputs: 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 tourists. To manage the rental agreements for the operation of the on-site gift shops and to oversee the general upkeep of the buildings, property and monitoring of visitors.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
- Number of rental agreements managed		3	3
- Number of buildings and landscaping maintained		2	2
- Number of acres of natural resources preserved and protected		1. 44	1.44
QUALITY			
- Rental agreements signed by authorized personnel and meets contractual agreements		100%	100%
- Adherence to good public safety practices		100%	100%
- Preservation and maintenance of property in accordance with established guidelines		100%	100%
TIMELINESS			
- Open the public daily		100%	100%
LOCATION			
- Grand Cayman		100%	100%
COST		**$30,106**	**$30,106**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy			
This Group Comprises Purchase Agreement Outputs:			

OUTPUT SUPPLIER: SISTER ISLANDS AFFORDABLE HOUSING CORPORATION

SIH 1	**Sister Islands Affordable Housing Programme**	**$71,506**
DESCRIPTION To identify the housing needs of Caymanians in the Sister Islands and to continue developing affordable homes to meet these needs and contribute to the economic development of the Sister Islands.		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of hours of general management and administration	1,500 – 1,700	1,600
QUALITY • Site visits conducted by qualified personnel • All financial transactions processed in accordance with the Public Management and Finance Law (2013 Revision)	100% 100%	100% 100%
TIMELINESS • Site Reports to be completed within five days at the end of each month	90% - 100%	90% - 100%
LOCATION • Cayman Brac	100%	100%
COST	**$71,506**	**$71,506**
RELATED BROAD OUTCOMES: Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands’ Unique Characteristics		
This Group Comprises Purchase Agreement Outputs: SIH 1		

OUTPUT SUPPLIER: CAYMAN ISLANDS ANGLING CLUB

<table>
<tr><td>NGS 1</td><td>Organize, Administer and Execute the Cayman Islands Fishing Tournament</td><td>$30,044</td></tr>
<tr><td colspan="3">DESCRIPTION
Organize, administer and execute the Cayman Islands Fishing Tournament to promote sport fishing in the Cayman Islands.</td></tr>
<tr><td colspan="2">MEASURES</td><td>2015/16 Budget</td><td>2014/15 Forecast</td></tr>
<tr><td colspan="2">QUANTITY
• Number of tournaments arranged</td><td>1</td><td>1</td></tr>
<tr><td colspan="2">QUALITY
• Well promoted and organized</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">TIMELINESS
• April and May 2016</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">LOCATION
• Grand Cayman</td><td>100%</td><td>100%</td></tr>
<tr><td colspan="2">COST</td><td>$30,044</td><td>$31,087</td></tr>
<tr><td colspan="4">RELATED BROAD OUTCOME:
A Strong, Thriving and Increasingly Diverse Economy</td></tr>
<tr><td colspan="4">This Group Comprises Purchase Agreement Outputs: CAC 1</td></tr>
</table>

OUTPUT SUPPLIER: CARNIVAL COMMITTEE

NGS 3	**Organization of Batabano Festival**		**$30,000**
DESCRIPTION Organization and execution of the Batabano Festival as an entertainment attraction for residents and tourists.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of tournaments arranged		2	2
• Number of fund raising and promotional events organized		1 - 4	1 - 4
QUALITY			
• Public safety, punctuality		100%	100%
TIMELINESS			
• Batabano Festival held in April – May 2016		100%	100%
• Fundraising ongoing throughout the period		100%	100%
LOCATION			
• Grand Cayman		100%	100%
COST		**$30,000**	**$20,122**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy			
This Group Comprises Purchase Agreement Outputs: CCC1			

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

NGS 7	**Management of Small Business Development**	**$230,000**

DESCRIPTION

Management assistance for small business development within the tourism industry. Services include:

- Receipt and dispatching of pre-booked tours.
- Administrative matters pertaining thereto including liaising with cruise ship representatives, fundraising, human resources, marketing, banking, payouts to all operators and vendors;
- Corporate matters and all other matters relative thereto.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of members consisting of boat owners, taxi drivers, bakers, owners of water-sports businesses, machinery repair shops, pest control, taxi and tour services; divers, upholstery cleaners, condo managers and members of staff with water-sports, corporate, accounting, banking, tourism and computer related experience	100 - 200	196
• Number of active members	30 – 45	41
• Number of land tours organized	1,250 1,500	1,326
• Number of sea tours organized	400 – 600	410
• Average number of tours per boat operator	25 – 35	26
• Average number of tours per taxi/bus operator	55 – 70	58
• Number of tourism sub-sector represented	10	10
QUALITY		
• Quarterly reports will provide accurate, relevant and timely information	100%	100%
• Tourism career activities will be accurate and relevant to audience	100%	100%
TIMELINESS		
• Members queries answered within 24 hours, within the hour if urgent	100%	100%
• General reports issued as required	100%	100%
• Quarterly financial reports provided to Ministry of District Administration, Tourism and Transport within 30 days of end of quarter	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$230,000**	**$259,200**

RELATED BROAD OUTCOME:
A Work-Ready and Globally Competitive Workforce

This Group Comprises Purchase Agreement Outputs: LSC 1

OUTPUT SUPPLIER: MISS CAYMAN COMMITTEE

NGS 26	**Miss Cayman Committee Pageant**		**$50,000**
DESCRIPTION The administration, organization, promotion and execution of the Miss Cayman Islands Pageant.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Local Miss Cayman Beauty Pageant arranged		1	1
• Representation at an International Pageant		1	N/A
QUALITY			
• Pageants conducted in accordance with International Industry standards		90 - 100%	100%
TIMELINESS			
• January 2016		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$50,000**	**$50,000**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy			
This Group Comprises Purchase Agreement Outputs: MCIC 1			

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, to undertake projects to beautify the community and to help educate children in their natural surroundings.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of beautification projects		2 – 4	2 - 4
QUALITY			
• Use local plants wherever possible		90%	90%
• Comply with relevant policies and guidelines		100%	100%
TIMELINESS			
• Project completed within agreed time frame		100%	100%
LOCATION			
• Grand Cayman		100%	100%
COST		**$3,422**	**$3,422**
RELATED BROAD OUTCOME: Modern, Smart Infrastructure			
This Group Comprises Purchase Agreement Outputs: GCG 1			

13. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF PLANNING, LANDS, AGRICULTURE, HOUSNG 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		**$1,876,331**
DESCRIPTION Provision of ministerial services and policy advice to Minister on planning, lands, agriculture, housing, infrastructure and other matters, including: petroleum storage and handling, vehicle purchase and servicing, vehicle inspections and licensing, upkeep of parks and cemeteries and management of public buildings			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of hours spent providing policy advice and ministerial services		4,000 – 6,000	4,000 – 6.000
• Number of reports issued		5 - 10	9 – 12
QUALITY			
• Policy advice and ministerial servicing will be provided by qualified personnel		100%	100%
TIMELINESS			
• All policy advice, ministerial services and reports are provided within the timeframes agreed by the Minister		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$1,876,331**	**$2,075,061**
RELATED BROAD OUTCOME: Modern, Smart Infrastructure A Robust Agriculture Sector Suited to the Needs and Resources of the Country			
This Group Comprises ABS Outputs: *MPA 1, AGR 32, PWD 1,VLT 10*			

Note: The total cost of supplying this output is $1,876,831. However, revenue of $500 from third parties reduces the cost to Cabinet to $1,876,331.

PAH 2	Emergency Response Services	$281,280

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 man-made events.
- Carry out disaster preparedness activities for hurricane, earthquake and other natural and man-made disasters including: (1) Executing an annual hurricane preparedness exercise; (2) Responding to live storms/disasters

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours of maintenance and inspection assignments required for 22 stand-by generators.	330 – 379	320 – 360
• Number of buildings prepared / inspected including mechanical, electrical and plumbing systems	97	97
QUALITY		
• Services performed in accordance with international and established departmental maintenance and repair standards.	100%	100%
• Public Shelters and Government Buildings prepared in accordance with the requirements of Public Works Department's Hurricane Plan and Inspectors checklists.	100%	100%
• 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%
TIMELINESS		
• Facility condition Reports to be delivered within 60 days of request.	95%	95%
• Annual hurricane preparedness exercise carried out in May each year (prior to the start of the hurricane season)	95%	95%
LOCATION		
• Cayman Islands	100%	100%
COST	**$281,280**	**$266,269**

RELATED BROAD OUTCOMES:

A More Secure Community

Modern, Smart Infrastructure

This Group Comprises ABS Outputs: DVE 5, PWD 10

Note: The total cost of supplying this output is $282,280. However, revenue of $1,000 from third parties reduces the cost to Cabinet to $281,280.

PAH 3	**National Mail Service**	**$1,648,878**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of domestic and International mail items processed	5.25M – 5.5M	5.5M
• Number of stamp sales transactions	54, 100 – 67, 000	66,000
• Number of express mail services items processed	13,000 – 14,000	14,000
• Number of post office box rental transactions	10,900 – 13,000	12,000
• Number of stamp issues produced	3 – 5	5
• Number of Philatelic educational presentations	2 - 4	2 - 4
QUALITY		
• All incoming and outgoing mail is processed in accordance with established Cayman Islands Postal Service procedures, the Postal Law and Regulations, the Universal Postal Union Regulations and where applicable, the Customs Law and Regulations	100%	100%
• Stamp production in accordance with guidelines set by Her Majesty, Cabinet and Stamp Advisory Committee	100%	100%
• Ensure that presentations are conducted by Postal staff knowledgeable in Philatelic or by Stamp Advisory Committee members	100%	100%

TIMELINESS Open to the public daily 9:00am to 5:30pm		
• Domestic Mail Service		
○ Mail posted in Grand Cayman by 3:00 p.m. Monday-Friday will be delivered to any Grand Cayman and Sister Island within two business days after posting	80% 80%	71% 71%
• International Mail Service		
○ Outgoing mail posted by 3:00 p.m. Monday-Friday will be processed for overseas dispatch within two business days	80%	71%
○ Incoming mail delivered to post office boxes or general delivery within two business days of collection	80%	71%
• Express Mail Services		
○ Outgoing: Items posted by 1:00 p.m. Monday-Friday will be processed for dispatched overseas the same business day	95%	94%
○ Incoming: Items received by 2:00 p.m. Monday-Friday will be processed for delivery same business day	95%	76%
• Stamp Sales / Post Office Box Rentals / Franking Meter Licenses		
○ Stamp sales - counter transactions to be completed within 5 – 7 minutes; call-in orders readied within 2 hours	95 – 100%	97%
○ Post box rental transactions to be completed within 7 – 10 minutes; new box rentals competed within one business day, based upon availability and receipt of payment	95 – 100%	96%
○ Franking meter licenses issued within one business day after receipt of payment	95 – 100%	97%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,648,878**	**$1,438,439**
RELATED BROAD OUTCOMES: A Work-Ready and Globally Competitive Workforce		
This Group Comprises ABS Outputs: POS 1, POS 2, POS 4, POS 5		

Note: The total cost of supplying this output is $4,886,964. However, revenue of $3,238,086 from third parties reduces the cost to Cabinet to $1,648,878.

PAH 4	**Management of Public Recreational Facilities and Cemeteries**	**$1,499,540**
DESCRIPTION Maintain and manage public toilets, docks, ramps, cemeteries, beaches and parks.		

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of public toilets maintained	14 - 16	16
• Number of docks/ramps maintained	8 - 15	15
• Number cemeteries maintained	12 - 15	15
• Number of beaches maintained	12 - 15	15
• Number of beach accesses maintained	15 - 25	25
• Number of parks and sites maintained	10 - 17	17
• Number of streets/sidewalks maintained	10 - 25	25
• Number of miles of road cleaned	10 - 20	20
QUALITY		
• General Manager and Supervisors monitor toilets, docks/ramps cemeteries, beaches, beach accesses upkeep, and parks maintenance.	80 - 100%	100%
• Inspection of downtown streets/sidewalks by Supervisor and General Manager	80 - 100%	100%
• Inspection of town centre streets/clean with MADVAC Street Sweeper by General Manager	100%	100%
TIMELINESS		
• Public Toilets maintained daily	100%	100%
• Docks / Ramps and Parks maintained weekly	100%	100%
• Cemetery grounds maintained weekly	100%	100%
• Beaches and beach accesses maintained weekly	100%	100%
• Streets/sidewalks/roads works and services to be consistent with the scheduled time table	80 -100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$1,499,540**	**$1,279,116**

RELATED BROAD OUTCOMES:
A More Secure Community
Modern, Smart Infrastructure

This Group Comprises ABS Output: PWD 6

PAH 5	**Agriculture Regulatory Services**	**$1,793,013**

DESCRIPTION

- Administration of programmes to regulate the importation and exportation 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 of pesticides and to promote the safe handling, use and storage of these 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
Number of plant import permits and phyto-sanitary certificates	400-500	459
Number of public education/ awareness events	15-20	15
Number of animals attended (animal health)	1,100-1,300	1,100-1,300
Number of animals slaughtered	550-650	550-650
Ante mortem Inspections completed	650 - 750	650 - 750
QUALITY		
Import permits issued in compliance with local regulations	100%	100%
Plant phyto-sanitary certificates issued in compliance with regulations set by country of import	100%	100%
Public awareness events organised by qualified personnel and appropriate to target audience	100%	100%
Inspections conducted by qualified persons and in accordance with Animals Law and supporting regulations	100%	100%
Medical/surgical services carried out by qualified personnel	100%	100%
Animals slaughtered and dressed in compliance with Regulations and Departmental Standards	100%	100%
TIMELINESS		
Maximum period between receipt of application and rendering a decision: two working days	100%	100%
All consignments of aggregate inspected within 24 hours of arrival	100%	100%
Animals slaughtered within 24 hours of delivery to Abattoir	100%	100%
Emergency calls: Calls responded to within two hours	98 - 100%	98 - 100%
LOCATION		
Cayman Islands	100%	100%
COST	**$1,793,013**	**$1,625,850**

RELATED BROAD OUTCOMES:
A Robust Agriculture Sector Suited to the Needs and Resources of the Country

This Group Comprises ABS Outputs: AGR 24, AGR 25, AGR 29, AGR 31

Note: The total cost of supplying this output is $1,986,013. However, revenue of $193,000 from third parties reduces the cost to Cabinet to $1,793,013.

PAH 6	Agriculture Development Services	$423,961

DESCRIPTION

Provision of training, educational, marketing, agri-business, promotional, public relations and logistical services to support the development of the Agricultural Sector and the enhancement of National Food Security, through:

- Provision of assistance and support to educational activities and programmes targeted 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 and support recognized farmers in accessing benefits and services offered by the wider Government Service

MEASURES	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of man-hours devoted to the delivery of training interventions and programmes to support the development of the sector and to agricultural focused educational activities targeted to young persons	800 – 1,200	N/A
• Number of man hours spent in provision of strategic, technical and logistical support to the Cayman Islands Agricultural Society and the Sister Islands Show Committees	3,500 – 4,000	4,000
• Number of man-hours spent in collection and compilation of sector data and delivery of marketing, agri-business, promotional/PR (including media liaison), technical, administrative and logistical services to support the development of the sector and improve and enhance National Food Security	500 – 750	500
• Number of man hours spent administering the Agricultural Membership Programme	300 - 350	400
QUALITY		
• Specific training interventions, marketing, promotional, or infrastructure development programmes shall have clearly defined outcomes and be approved by the Head of Department	100%	100%
• All technical, agri-business and marketing advice, training and logistical support provided to the sector and identified agricultural organizations shall be by suitably qualified persons appropriate to the specific assignment.	100%	100%
• All promotional, PR and public awareness information released to be approved by the Head of Department or Ministry as appropriate	100%	100%
• All published statistics shall be based on sound data gathering procedures, accurate within the limits of the methodology used and subject to internal peer review	95 - 100%	100%
• All applications for registration, renewals and/or letters of support made under the Agricultural Membership Programme are to be processed in accordance with established published guidelines and operating procedures	95 - 100%	100%

TIMELINESS		
• All activities, projects and programmes coordinated, which provide marketing, agri-business, promotional, PR and logistical support services, are to be reported on quarterly	100%	100%
• All training courses coordinated to be delivered in accordance with an agreed schedule	95 - 100%	95 - 100%
• All written responses to the media are to be completed and be ready for approval by the Head of Department and submission to the Ministry within 3 working days	100%	100%
• All statistical reports to be published within one month of the end of the quarter to which the information is applicable.	95 - 100%	95 - 100%
• All applications for registration, renewals and/or letters of support made under the Agricultural Membership Programme are to be processed within the timeframe established in the published guidelines and operating procedures	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$423,961**	**$377,263**
RELATED BROAD OUTCOME: A Robust Agriculture Sector Suited to the Needs and Resources of the Country		
This Group Comprises ABS Output: AGR 26		

Note: The total cost of supplying this output is $435,961. However, the revenue of $12,000 from third parties reduces the cost to Cabinet to $423,961.

PAH 8	**Management of Special Projects**	**$1,342,861**
DESCRIPTION Provision for architectural, project management and quantity surveying services.		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Total Number of hours executing and monitoring Special Projects	1,250-2,500	1,250-2,500
• Number of drawings/plans produced	20-30	20-25
• Number of cost estimates produced	20-30	18-20
• Number of Project Service Level Agreements (PSLA) signed	30-40	20-35
• Number of major projects being managed	30-40	18-22
QUALITY		
• Drawing/plans produced in accordance with the Central Planning Authority and Building Control Unit requirements	85%	85%
• Pre-tendered estimates within 10% of successful tender received	90%	90%
• Project Service Level Agreements (PSLA) to define project scope, time-frame and budget	100%	100%
• Meeting client's requirements and successfully fulfilling planning (CPA) and building control(BCU) approval	90%	90%
• Chief Officer will approve terms of reference	100%	100%
• Multi – disciplinary approach will be taken to all projects	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	**$1,342,861**	**$1,100,678**
RELATED BROAD OUTCOMES: A More Secure Community A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure		
This Group Comprises ABS Outputs: MPA 3, PWD 8		

PAH 9	**Management of Land Information**	**$2,988,763**

DESCRIPTION

- Valuation and Collection of Stamp Duty
- Provision of a Land Registry to record land title information
- Technical Advice on Land and Survey Matters
- 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 Geographic Information Service (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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of duty stamped documents issued and commercial leases assessed	5,500-6,000	6,000
• Number of enquiries processed	6,500-7,000	6,350
• Number of new parcels	900-1,100	600
• Number of custom maps created to user specifications	300-400	1,200
• Number of cadastral surveys conducted	25-35	35
• Number of survey plans authenticated	175	120
• Number of Geographic applications/solutions developed	6	10-15
• Number of users with access to Geographic Data/Applications	650	676
• Number of inspections conducted on GPS base stations	24	40
QUALITY		
• Valuations are conducted by qualified personnel	100%	100%
• Advice provided by professional and qualified personnel	100%	100%
• All documents meet the requirements of the Registered Land Law (2004 Revision) as directed by the Manual of Land Registry Procedure.	100%	100%
• Compliance with Land Surveyors Law and the Land Survey Regulations Inspections (1996 Revision) are conducted according to Lands and Survey policies and principle	100%	100%
• Inspections are conducted according to Lands and Survey policies and principle	100%	100%
TIMELINESS		
• Valuation turnaround time for all cases – 2 working days after receipt of all relevant documents	90 - 100%	90 - 100%
• Advice is provided within two working days of request	100%	100%
• All documents are processed within 5-10 working days after receipt of all relevant documents.	95 - 100%	95 - 100%
• Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of request	80 -100%	80 -100%
• Inspections of GPS base stations conducted six times per year	95 -100%	95 -100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$2,988,763**	**$2,519,500**

RELATED BROAD OUTCOME:
A More Secure Community
Modern, Smart Infrastructure

This Group Comprises ABS Outputs: LSU 1, LSU 2, LSU 3, LSU 4, LSU 5, LSU 6, LSU 10, LSU 11, LSU 12

Note: The total cost of supplying this output is $3,733,563. However, revenue of $744,800 from third parties and $85,000 from statutory authorities and government owned companies reduces the cost to Cabinet to $2,988,763.

PAH 10	**Management of Government Properties**	**$12,266,200**

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 Vesting. 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 services for multi-user Government Buildings
- Advice and services on government buildings and facilities and related matters to support various entities
- Maintenance and construction of government facilities

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of property acquisitions	20-25	11
• Number of land inspections completed	70	70
• Number of non- Stamp Duty valuation reports completed	18-20	15
• Number of contracts managed	50-60	45
• Number of meetings attended	150-175	100-150
• Number of maintenance work orders completed	6,000-8,000	6,000
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)	100%	100%
• Inspections of Crown Properties are signed off by the Chief Valuation Officer	100%	100%
• All reports are prepared in accordance with the current Royal Institution of Chartered Surveyors Valuation Manual/Regulations	100%	100%
• All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes	100%	100%
• Meetings attended by qualified/experienced persons	95%	100%
• Work orders signed off by Supervisor confirming work completed to acceptable standard	95%	100%
TIMELINESS		
• Requests for acquisitions, sale or lease requests are concluded within three to six months of date of valuation completion	90-100%	90-100%
• 25% of inspections completed per quarter	90-100%	N/A
• Turn-around time for all reports – four weeks	90-100%	90-100%
• Weekly inspection of each site and preparation of maintenance schedule once per year	90-100%	90-100%
• Expected outcomes are delivered within the timeframe stipulated in all contracts	95-100%	95-100%
• Meetings attended as scheduled	90%	90%
• Routine work orders and preventative maintenance work orders to be completed in accordance with timeframes in “work order timeframes” guide	95%	95%
LOCATION		
• Cayman Islands	100%	100%

COST	**$12,266,200**	**$12,890,480**
RELATED BROAD OUTCOMES: A More Secure Community A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure		
This Group Comprises ABS Outputs: LSU, 7, LSU 8, LSU 9, MPA 4, PWD 2, PWD 9		

Note: The total cost of supplying this output is $13,415,691. However, revenue of $145,000 from third parties and $1,004,491 from statutory authorities and government owned companies reduces the cost to Cabinet to $12,266,200

PAH 11	**Procurement and Maintenance of Government Fleet**	**$3,431,224**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of authorized fleet applications processed	25-35	25-30
• Number of authorized maintenance work orders processed	2,500-3,000	2,500-3,000
• Number of units authorized for disposal	60-80	30-40
• Amount of imperial gallons of fuel disbursed	350,000-400,000	350,000-450,000
• Number of reports for advice, discussions and recommendations relating to fleet	70 - 110	60 - 100
QUALITY		
• Perform technical researches to assist with selecting and developing suitable unit specifications	100%	100%
• Consult with the fleet client when the application is received to ensure the vehicle defect sheet/form is completed correctly.	95%	100%
• 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	100%	100%
• Applications are processed by ensuring the Chief Officer approves the disposal recommendation before implementing it	100%	100%
• Fully automated fuel system available	95%	95%
• Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labour guides	100%	100%
TIMELINESS		
• Orders placed within two (2) working days of receiving approval from the client's Chief Officer.	100%	100%
• Unscheduled repairs are performed on a first come basis and as determined by the Manager of Fleet maintenance.	95%	95%
• 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.	95%	95%
• Fuel is available 24 hours per day, 365 days per year	100%	100%
• Processing of applications for advice will commence within two (2) working days of receipt	95%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$3,431,224**	**$4,511,290**

RELATED BROAD OUTCOME: Modern, Smart Infrastructure

This Group Comprises ABS Outputs: DVE 1, DVE 2, DVE 3, DVE 4, DVE 6

Note: The total cost of supplying this output is $4,658,244. However, revenue of $90,000 from third parties and $1,137,000 from government owned companies reduces the cost to Cabinet to $3,431,224.

PAH 12	**Handling of Dangerous Substances**	**$148,947**

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 environment for hazardous materials.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Administration of Law (gen admin, reviews/legal, research, policy, analysis, enforcement, design considerations, etc.)	225 - 250	200
• General Inspections (all permitted premises & vehicle)	245 – 310	300
• Statutory Consultation (Planning & Permitting)	45 - 55	45
• Fuel and Energy Initiatives Engagement	40 - 60	40
• Quality Control and Fuel Testing	3 - 4	4
• Operating Permits issuance and related matters	100 - 120	N/A
• Pump Calibrations witnessed/supervised	19 - 21	20
• Fuel Prices monitoring and updates	24 - 26	24
• Emergency and Spill Response Management	8 - 10	8
QUALITY		
• Comply with Dangerous Substance Handling and Storage Law, 2003, it Regulations, and relevant industry codes determined by CPI in consultation with relevant stakeholders	100%	100%
• Inspections will be carried out by qualified, competent and experienced Inspectors	100%	100%
• Activities will be carried out to the highest ethical and professional standards, using relevant and up-to-date industry information and practice, and engaging certified organizations where necessary	100%	100%
TIMELINESS		
• Inspections completed within four working days	95%	100%
• Turnaround time of two days for fully compliant planning applications (tank installations)	95%	100%
• All other tasks to be completed within set/established timeline	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$148,947**	**$217,304**

RELATED BROAD OUTCOMES: Modern, Smart Infrastructure
Conservation of our Biological Diversity and Ecologically Sustainable Development

This Group Comprises ABS Outputs: CPI 1

Note: The total cost of supplying this output is $260,822. However, the revenue of $111,875 from other third parties reduces the cost to Cabinet to $148,947.

PAH 13	**Provision of Planning Services**		**$73,540**
DESCRIPTION Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of statistical information reports produced		25 -35	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		95-100%	95-100%
• Other reports processed within 15 working days of request		95-100%	95-100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$73,540**	**$71,997**
RELATED BROAD OUTCOME: Modern, Smart Infrastructure			
This Group Comprises ABS Output: PLN 33			

PAH 14	**Management of Planning Applications**	**$2,994,677**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Hours spent on briefings, papers and reports	2,000-2,750	2,000-2,500
• Processing Development Applications	600-650	600-650
• Processing Development Applications for consideration by the CPA/DCB	450-500	400-450
• Number of enforcement cases opened	120-145	120-145
• Number of reviews	5,000-5,500	5,000-5,500
• Number of Inspections	13,000-14,500	12,500-13,000
• Number of Certificate of Occupancy	325-350	325-350
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	95-100%	95-100%
• Report to Ministry is certified by CPA Chairman , DCB Chairman and Executive Secretary	95-100%	95-100%
• Meeting Agendas and Minutes reviewed by Executive Secretary for accuracy before distribution	95-100%	95-100%
TIMELINESS		
• Routine applications – seven calendar days completion of initial review	90-100%	90-100%
• Zoning queries – seven calendar days	95-100%	95-100%
• Contact relevant parties – within Fifteen (15) calendar days of Case being opened	90-100%	90-100%
• Processing routine (R3) applications –Fourteen (14) calendar days	90-100%	90-100%
• Inspections conducted within two (2) calendar days of request	98-100%	98-100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$2,994,677**	**$2,415,642**

RELATED BROAD OUTCOMES: Modern, Smart Infrastructure

This Group Comprises ABS Outputs: PLN 24, PLN 27, PLN 28, PLN 30, PLN 34

Note: The total cost of supplying this output is $3,140,177. However, the revenue of $145,500 from third parties reduces the cost to Cabinet to $2,994,677.

PAH 15	**Administration of Temporary Housing Initiative**		**$34,166**
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 • Coordinating with tenants regarding relocation to permanent property solutions • Coordinating relevant social programmes for tenants			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of temporary housing units administered and/or maintained		6	6
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		**$34,166**	**$56,272**
RELATED BROAD OUTCOME: A More Secure Community			
This Group Comprises ABS Output: MPA 5			

PAH 16	**Licensing of Drivers and Vehicles**	**$219,975**

DESCRIPTION

Provision of services relating to the collection of fees for testing vehicles and licensing of drivers.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Vehicle Inspections	33,000-35,000	33,000
• Number of Vehicles Licensed	59,000-61,000	59,000
• Number of Written Tests	4,200-4,500	4,200
• Number of Road Testing of Drivers	1,400-1,500	1,500
• Provisional and Full Drivers' Licenses issued	20,000-22,000	20,000
• Input of disqualifications/endorsements in Licensing register	700 – 900	700
• Extract of records of Vehicles from Licensing Register	700 – 900	700
• Extract of records of Drivers from Licensing Register	700 - 900	700
QUALITY		
• Compliance with Traffic Law and Regulations, Public Finance and Management Law (PFML) (2013 Revision) and strict departmental standard by qualified personnel	95 – 100%	90%
TIMELINESS		
• Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers 5 to 15 minutes	95 – 100%	90%
• Provisional and Full Drivers' Licenses issued within 5 – 15 minutes	95 – 100%	90%
• Input of disqualifications/endorsements within 1 - 2 working days upon receipt from Court office and Police Department	95 – 100%	90%
• Extract of records within 3 – 5 working days	95 – 100%	90%
LOCATION		
• Cayman Islands	100%	100%
COST	**$219,975**	**$75,000**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS Outputs: VLT 9

Note: The total cost of supplying this output is $2,449,176. However, revenue of $2,229,201 from third parties reduces the cost to Cabinet to $219,975.

PAH 17	Services to Farmers	$2,511,341

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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of sales transactions processed	25,000-30,000	25,987
• Number of hours providing agricultural land clearing	500-1,000	675
• Number of animals registered	120-150	120-150
• Number of animals received for Artificial Insemination	50-60	50-60
• 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.	100%	100%
• All animals to be registered according to timeline as stated in the Standard Operating Procedures	80 - 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	**$2,511,341**	**$2,217,316**

RELATED BROAD OUTCOME: A Robust Agriculture Sector Suited to the Needs and Resources of the Country

This Group Comprises ABS Outputs: AGR 21, AGR 27, AGR 28

Note: The total cost of supplying this output is $4,086,341. However, the revenue of $1,575,000 from third parties reduces the cost to Cabinet to $2,511,341

OUTPUT SUPPLIER: ELECTRICITY REGULATORY AUTHORITY (ERA)

ERA 12	**Support Energy Policy Committee Secretariat**	**$10,000**

DESCRIPTION

Provide secretarial support to the National Energy Policy Committee.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• 67 man hours of National Energy Policy Committee secretarial support @$150/hr	67	100
QUALITY		
• Meetings organized as requested, attendees notified and draft minutes produced for review and approval by the Chairman	100%	100%
TIMELINESS		
• Within 2 weeks of the meeting	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$10,000**	**$15,000**

RELATED BROAD OUTCOME:
Modern, Smart Infrastructure

This Group Comprises Purchase Agreement Outputs: ERA 11

OUTPUT SUPPLIER: INFORMATION AND COMMUNICATIONS TECHNOLOGY (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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Hours spent on drafting legislation, public consultations, international research on legislative issues		140	140
QUALITY All papers will:			
• Drawing/plans produced in accordance with the Central Planning Authority and Building Control Unit requirements		100%	100%
• Define issues clearly and succinctly, with the nature and scope of the issues being clear		100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques		100%	100%
• Have recommendations that are unambiguous		100%	100%
• Examine implementation issues and provide guidance where appropriate		100%	100%
• 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: Modern, Smart Infrastructure			
This Group Comprises Purchase Agreement Outputs: ICT 8			

ICT 9	**Management of KY Internet Domain**		**$25,000**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of hours		80	80
• Number of registrants		9,500 – 10,200	9,500 – 10,200
QUALITY			
• Be conducted with due professional care		100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques		100%	100%
• Have recommendations that are unambiguous		100%	100%
• Web-site will have provision for on-line feed-back		100%	100%
TIMELINESS			
• All services delivered by dates required		100%	100%
LOCATION			
• Cayman Islands and technical sites in the USA		100%	100%
COST		**$25,000**	**$120,062**
RELATED BROAD OUTCOMES: Modern, Smart Infrastructure			
This Group Comprises Purchase Agreement Outputs: ICT 9			

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	**2015/16 Budget**	**2014/15 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	100%	100%
• Supporting information provided by licensees verified to quarterly management accounts of licensee	100%	100%
• 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%	85%
LOCATION		
• Cayman Islands	100%	100%
COST	**$100,383**	**$100,383**

RELATED BROAD OUTCOMES: Modern, Smart Infrastructure

This Group Comprises Purchase Agreement Outputs: ICT 10

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	**2015/16 Budget**	**2014/15 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	100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%
• Have recommendations that are unambiguous	100%	100%
• Examine implementation issues and provide guidance where appropriate	100%	100%
• 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: Modern, Smart Infrastructure

This Group Comprises Purchase Agreement Outputs: ICT 11

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			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
Number of hours:			
• Web site design and development		15	15
• Design and production of printed co-lateral		3	3
• Newspaper ads and/or press releases		3	3
QUALITY			
All services will:			
• Be conducted with due professional care		100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques		100%	100%
• Have recommendations that are unambiguous		100%	100%
• Resolution of on-line feed-back and complaints		100%	100%
TIMELINESS			
• All services delivered by dates required		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$8,215**	**$8,215**
RELATED BROAD OUTCOME: Modern, Smart Infrastructure			
This Group Comprises Purchase Agreement Outputs: ICT 12			

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
- SociétéInternationale de TélécommunicationsAéronautiques
- Office of Communications (UK OFCOM)

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Representation at International and regional meetings and conferences	4	4
• Responses to requests for written input and other correspondence	14	14
• Detailed reports to Ministry	3	3
QUALITY		
All papers will:	100%	100%
• Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	100%
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques		
• Have recommendations that are unambiguous	100%	100%
• Examine implementation issues and provide guidance where appropriate	100%	100%
• Be prepared with due professional care	100%	100%
TIMELINESS		
• All services delivered by dates required	85%	85%
LOCATION		
• Cayman Islands	100%	100%
COST	**$42,602**	**$42,602**

RELATED BROAD OUTCOME: Modern, Smart Infrastructure

This Group Comprises Purchase Agreement Outputs: ICT 13

ICT 14	**National Cyber Security Initiatives**	**$75,000**

DESCRIPTION

Development of national cyber security strategy, related ICT policies, ICT license obligations, and related regulations. Coordination of cyber security activities with other Authorities, government entities and law enforcement. Creation and management of a cyber-security unit to drive and manage strategic objectives.

Coordination with regional and international cyber security entities.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Representation at International and regional meetings and conferences	4	N/A
• Development of national Cyber Security Strategy	1	N/A
• Creation and management of national Cyber security Incident Response Team (CIRT)	1	N/A
QUALITY		
All papers will:		
• Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	N/A
• Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	N/A
• Have recommendations that are unambiguous	100%	N/A
• Examine implementation issues and provide guidance where appropriate	100%	N/A
• Be prepared with due professional care	100%	N/A
TIMELINESS		
• All services delivered by dates required	100%	N/A
LOCATION		
• Grand Cayman and Overseas	100%	N/A
COST	**$75,000**	**$0**

RELATED BROAD OUTCOME: Modern, Smart Infrastructure

This Group Comprises Purchase Agreement Outputs: ICT 14

OUTPUT SUPPLIER: NATIONAL HOUSING DEVELOPMENT TRUST

NHT 4	**Administration of the Affordable Housing Initiative**	**$145,525**

DESCRIPTION

Administer Affordable Housing Initiative Program and provide support services to low income Caymanian families.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of site visits	80-100	80-100
• Number of leases under special debt servicing arrangements	20-24	20-24
• Number of rental applications assessed	8-10	8-10
• Number of job orders processed and client assessed	740-900	740-900
• Number of community service projects	2	2
QUALITY		
• Site visit conducted by qualified personnel	100%	100%
• All special debt service arrangements in accordance with guidelines set by the trust	95 -100%	95 -100%
• Job orders process in order of priority by Maintenance Manager	95 -100%	95 -100%
• Rental applications assessed with the guidance set by the Trust	95 -100%	95 -100%
• Customers expressing satisfaction with the effects of the community service to the community	95 -100%	95 -100%
TIMELINESS		
• Site reports to be completed within five days at the end of each month.	95 -100%	95 -100%
• Maximum time for submitting arrears report – 15 days after end of quarter	95 -100%	95 -100%
• Minimum of one report per month.	95 -100%	95 -100%
LOCATION		
• Windsor Park Affordable Home Site, George Town	100%	100%
• West Bay Affordable Home Site, West Bay	100%	100%
• Eastern Avenue Affordable Home Site, George Town , 118 Dorcy Drive, Grand Cayman	100%	100%
COST	**$145,525**	**$145,535**

RELATED BROAD OUTCOMES: A More Secure Community

This Group Comprises Purchase Agreement Outputs: NHT 4

NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	$231,035

DESCRIPTION

Administration of the Government Guarantee Home Assisted Mortgage (GGHAM) Program and provide support services to low income Caymanian families.

MEASURES	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of applications processed	250-300	250-300
• Number of special debt servicing arrangements	250-300	250-300
• Number of financial counseling	100-150	100-150
• Number of client meetings/interviews	250-300	250-300
• Number of GGHAM meetings	10-20	10-20
• Number of guarantee processed	50-75	50-75
QUALITY		
• Applications process according to approve guidelines	95 - 100%	100%
• All special debt service arrangements in accordance with guidelines set by the trust	95 - 100%	100%
• Financial counseling done by qualified personnel	95%	100%
• Site visits conducted by qualified personnel	95%	100%
TIMELINESS		
• Maximum of three days for processing of applications	95 - 100%	95 - 100%
• Maximum of five days for approval/decline response	95 - 100%	95 - 100%
• Counseling done within five days of request	80 - 90%	80 - 90%
• Site reports to be completed with five days at the end of each month	95 - 100%	95 - 100%
LOCATION		
• 118 Dorcy Drive, Grand Cayman	100%	100%
COST	**$231,035**	**$231,035**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises Purchase Agreement Outputs: NHT 5

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of applications processed	150-200	150-200
• Number of site visits	150-200	150-200
• Number of client meetings/interview	150-200	150-200
• Number of project development meetings	150-200	150-200
• Number of "Home Buyer Educational Counseling" classes	2	2
QUALITY		
• Applications process according to approve guidelines	95 – 100%	95 – 100%
• Site visits conducted by qualified personnel	95 – 100%	95 – 100%
• Development approval recorded in minutes and distributed to qualified persons	95 – 100%	95 – 100%
• HBEC classes conducted by qualified personnel	95 – 100%	95 – 100%
TIMELINESS		
• Maximum of three days for processing of applications	95 – 100%	95 – 100%
• Maximum of two site visit reports completed quarterly	95 – 100%	95 – 100%
• Maximum of five days for distribution of minutes	100%	100%
• Maximum of two days for reports on class conducted	95 – 100%	95 – 100%
LOCATION		
• 118 Dorcy Drive, Grand Cayman	100%	100%
COST	**$204,035**	**$204,035**
RELATED BROAD OUTCOME: A More Secure Community		
This Group Comprises Purchase Agreement Outputs: NHT 6		

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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of dogs/cats spayed or neutered		600	600
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 • Cayman Islands Humane Society –153 North Sound Road		100%	100%
COST		**$18,600**	**$18,600**
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Outputs: HUS 1			

14. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER OF COMMUNITY AFFAIRS, YOUTH & SPORTS

OUTPUT SUPPLIER: MINISTRY OF COMMUNITY AFFAIRS, YOUTH AND SPORTS

HCA 27	**Policy Advice and Support to the Minister of Community Affairs, Youth and Sports**	**$1,712,283**

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 and or /legislative documents
- Monitor and review the delivery of outputs by Government-Owned Companies and Non-Government Organisations

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of meetings, conferences, workshops and training sessions attended and events coordinated	83 – 138	51 – 95
• Number of Parliamentary questions, Freedom of Information responses, papers, notes, drafting instructions, directives and reports prepared	44 – 81	41 – 77
• Number of inquiries, correspondences, speeches, consultations, statements and briefing sessions	192 – 359 1	1,140 – 1,450 10, 026 – 16,055
• Number of plans and drills developed, purchase agreements monitored and/or payments and applications processed	6,068 – 20, 093	
QUALITY		
• Governance and oversight given to Boards and Government Owned Companies are in compliance with the relevant laws and/or government policy	90 -100%	90 -100%
• All papers, notes and reports to be reviewed and approved by the Chief Officer or delegate prior to final approval by the Minister	90 -100%	90 -100%
• Plans must be in accordance with Hazard Management Cayman Islands (HMCI) and other emergency preparedness plans	90 -100%	90 -100%
• Payments to be processed accurately and timely	90 -100%	85 -100%
• Purchase Agreements to contain quantity, quality, cost and timeliness measures to meet standards specified in the Public Management and Finance Law (2013 Revision)	90 -100%	100%
TIMELINESS		
• Cabinet papers and notes submitted to Cabinet Office prior to 12:00pm Wednesday	90 -100%	90 -100%
• Speeches, statements, and reports submitted to Chief Officer 1-3 working days prior to due date	90 -100%	90 -100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,712,283**	**$1,371,179**

RELATED BROAD OUTCOMES:

A More Secure Community

A Fit and Healthy Population

Equity and Justice in a Society that Values the Contributions of all

This Group Comprises ABS Outputs: CFS 1, NAU 1, DCS 26, MCA 1, MCA 2, MCA 3, MCA 4, MCA 5, MCA 6, MCA 8

Note: The total cost of supplying this output is $1,717,283. However, the revenue of $5,000 from other third parties reduces the cost to Cabinet to $1,712,283.

HCA 28	Administration of Community Assistance Programmes	$5,963,820

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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of meetings, inspections, and training sessions conducted or attended	7 – 12	52 -77
• Number of assessments conducted	2,305 – 2,640	1,975 – 2,600
• Number of care and social activities performed	256,200 – 337,400	256,200 – 337,400
QUALITY		
• Training sessions delivered in accordance with the Department's guidelines.	95 -100%	95 -100%
• Assessments conducted based on criteria established by the Department of Children and Family Services	95 -100%	95 -100%
• Services provided by trained, experienced care givers	95 -100%	95 -100%
TIMELINESS		
• Training sessions held during April to June	100%	100%
• Assessments completed within six months of assignment	100%	100%
• Residential care: three 8 hour shifts	100%	100%
LOCATION		
• Grand Cayman and Cayman Brac	100%	100%
COST	**$5,963,820**	**$5,445,316**

RELATED BROAD OUTCOMES:

A More Secure Community

A Fit and Healthy Population

Equity and Justice in a Society that Values the Contributions of all

This Group Comprises ABS Outputs: CFS 30, NAU 2, CFS 32

Note: The total cost of supplying this output is $5,973,820. However, the revenue of $10,000 from other third parties reduces the cost to Cabinet to $5,963,820.

HCA 29	**Public Education on Social Issues**		**$288,134**
DESCRIPTION Public education and training activities relating to: • Life skills and vocational training for young parents • Community outreach presentations			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of newsletters produced and distributed		12	12
• Number of workshops, presentations and meetings held		18 – 30	18 -30
• Number of public awareness campaigns and events held		63 -77	52 -60
QUALITY			
• Accurate and relevant information is provided by qualified and trained professionals		100%	100%
• All workshops, presentations and meetings held will be delivered by skilled and knowledgeable personnel in the subject area		100%	100%
• Public awareness campaigns utilize various mediums		100%	100%
TIMELINESS			
• Newsletters published monthly		100%	100%
• Workshop, presentations and meetings will be delivered as schedule		100%	100%
• Public awareness campaigns events held throughout the year		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$288,134**	**$284,323**
RELATED BROAD OUTCOMES: A More Secure Community A Fit and Healthy Population Equity and Justice in a Society that Values the Contributions of all			
This Group Comprises ABS Outputs: CFS 5, DCS 19			

HCA 30	**Counselling and Support Services**	**$5,023,062**

DESCRIPTION

Counselling and support services involving:

- Provision of individual, couples, family and group therapy and programmes to residents needing assistance with drug and alcohols issues, and family and relationship problems.
- Provision of psycho-educational and experiential parent programme to support the personal, social and/or life skills growth of adolescent parents.
- The provision of social work intervention services including: advocacy, counselling, mediation and conflict resolution, case management and overseas travel with client.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of sessions, visits, assessments, conferences, workshops, and presentations	13,284 – 15, 222	12,237 – 13,710
• Number of placements offered	565	565
QUALITY		
• Assessments, sessions, workshops, and presentations conducted by skilled and qualified staff	100%	100%
• Placement in compliance with agency standards	100%	100%
TIMELINESS		
• Assessments, sessions, programmes, workshops offered on a rotational basis throughout the year	100%	100%
• Social Work services offered during the days and evenings	90 -100%	90 - 100%
LOCATION		
Cayman Islands	100%	100%
COST	**$5,023,062**	**$4,863,079**

RELATED BROAD OUTCOMES:

A More Secure Community

A Fit and Healthy Population

Equity and Justice in a Society that Values the Contributions of all

This 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

Note: The total cost of supplying this output is $5,028,062. However, the revenue of $5,000 from other third parties reduces the cost to Cabinet to $5,023,062.

HCA 31	**Supervision and Support of Children**	**$1,386,091**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of care services and activities provided	26,535 - 33,650	21,628 – 25,940
• Number of reports, warrants, sessions, and minutes delivered	1,174 – 1,491	1,112 – 1,436
QUALITY		
• Care services provided in accordance with client's individualized care plans and by trained and experienced care givers	90 -100%	90 -100%
• Assessments and investigations of abuse matters carried out by qualified social workers.	100%	100%
• Training conducted by facilitators qualified in subject area	90 -100%	90 -100%
• Adherence to established guidelines as set by the Adoption Law	100%	100%
TIMELINESS		
• Care services provided daily	90 -100%	90 -100%
• Investigations carried out within 24 hours	100%	100%
• Placement and supervision of children – ongoing	100%	100%
• Recruitment and Support of Foster Care Families – ongoing	100%	100%
• Assessment and counseling of prospective adoptive families - ongoing	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,386,091**	**$1,338,018**

RELATED BROAD OUTCOMES:

A More Secure Community

A Fit and Healthy Population

Equity and Justice in a Society that Values the Contributions of all

This Group Comprises ABS Outputs: CFS 8, CFS 9, CFS 10, CFS 11, CFS 12

Note: The total cost of supplying this output is $1,411,091. However, the revenue of $25,000 from other third parties reduces the cost to Cabinet to $1,386,091.

HCA 32	**Community Development Services**	**$507,990**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of events, workshops, sessions, meetings, presentations, fairs, and workshops held or attended	535 – 690	605 - 765
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	**$507,990**	**$503,580**

RELATED BROAD OUTCOMES:

A More Secure Community
A Fit and Healthy Population
Equity and Justice in a Society that Values the Contributions of all

This Group Comprises ABS Outputs: CFS 14, CFS 15

HCA 34	**Sport Services**		**$3,849,866**
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 coaching sessions.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of programs, workshops and camps		66 – 78	66-78
• Number of Facility and Course application forms processed and maintenance inspections		1,146 – 1,260	796-960
• Number of School Coaching sessions		2,100 – 2,300	2,100-2,300
QUALITY			
• Programmes, workshops and camps are conducted by technical staff trained to standards set by the international governing body for the particular sport.		100%	100%
• Facilities designated for International Competitions maintained at standards set by governing sport bodies to ensure readiness and compliance with respective regulations.		100%	100%
• School coaching sessions aligned and conducted in compliance with school strategy/plan/curriculum.		100%	100%
TIMELINESS			
• Applications are processed in 2 business days and Inspections completed daily, before and after special events in accordance to the Departments' Operational Procedures		100%	100%
• Community Coaching/National Programs held daily 5- 6 days a week		100%	100%
• Recreational Leagues/Events and Workshop are conducted once every 4-6 months		100%	100%
• School coaching sessions provided daily 5-6 days per week		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$3,849,866**	**$3,813,886**
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises ABS Outputs: DSP 9, DSP 10, DSP 11			

Note: The total cost of supplying this output is $3,859,866. However, the revenue of $10,000 from other third parties reduces the cost to Cabinet to $3,849,866.

HCA 35	**Youth Services**	**$391,716**

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.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of training sessions, meetings, presentations	73	73
• Number of reports, papers, and newsletters produced	56	55
• Number of radio shows, events and summer programmes	40	40
QUALITY		
• Meets the standards of excellence for productive training sessions as set by the Scouts Association	100%	100%
• Presentations delivered by qualified youth workers	100%	100%
• Concurs with the standard of accurate reporting as set forth by the Youth Services Unit	100%	100%
• Adheres to the quality measures of Radio Cayman	100%	100%
• Meets the standard set by the Youth Services Unit of meaningful programme planning and well-produced youth events	100%	100%
TIMELINESS		
• Training presented in a sequence that assists the leaders in adding these new skills to his/her present knowledge base such that youth can achieve maximum benefit from their leader being trained	100%	100%
• Presentations delivered in less than 30 minutes with a 5-10 minute period of audience questions, comments and observations	100%	100%
• Radio shows are broadcast weekly – Wednesday at 4pm	100%	100%
• Summer programme held annually – July	100%	100%
• Special event held September – Caribbean Youth Day	100%	100%
LOCATION		
• Cayman Islands	100%	
COST	**$391,716**	**$365,148**

RELATED BROAD OUTCOMES: A More Secure Community

This Group Comprises ABS Outputs: YSU 7, YSU 8

HCA 36	**Cadet Corps Services**	**$290,152**

DESCRIPTION

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
- Vocational Training Programme

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of training sessions	230	230
• Number of parades, camps, community projects	10 - 17	10 - 17
QUALITY		
• Training and camps must be delivered in accordance with the Army Cadet Force (ACF) Cadet Training handbook and regional and international standards	100%	100%
• Persons participating in parades will be experienced in drill instruction and words of commands on parade.	100%	100%
• Facilitators of community projects will be Officers who are knowledgeable and disciplined.	100%	100%
TIMELINESS		
• Training sessions held once a week during the school calendar year	100%	100%
• Attend parades and community projects as scheduled by the organizers	100%	100%
• Annual Camp of 10 - 14 days will be held during July and August and weekend camps will be held for 2 nights	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$290,152**	**$285,417**

RELATED BROAD OUTCOMES: A Centre of Excellence in Education

This Group Comprises ABS Outputs: CAD 4, CAD 6

OUTPUT SUPPLIER: CHILDREN AND FAMILY SERVICES (CAYS) FOUNDATION

CAYS 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 is 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of residential homes managed	2	2
• Number of placements offered at Frances Bodden Girls' Home	14	14
• Number of placements offered at Bonaventure Boys' Home	10	10
• Number of groups offered to residents per week	12	12
• Number of family education groups offered	24	24
• Number of monthly reports submitted to the Ministry	24	24
• Number of annual reports submitted to the Ministry	1	1
QUALITY		
• Percentage of children who have comprehensive care plans developed.	90 -100%	90 -100%
• Percentage of residents who successfully complete programme as measured by achievement of care plan goals	50 -70%	90 -100%
• Care plans goals achieved prior to reintegration into society	80 -100%	90 -100%
• Accurate, timely and current reports submitted to the Ministry of Community Affairs, Youth and Sports	80 -100%	85 -100%
TIMELINESS		
• Care plans developed within 45 days of admission	90 -100%	90 -100%
• Treatment team meetings to discuss resident progress held monthly	90 -100%	90 -100%
• Discharge planning to occur within 90 days of discharge	80 -100%	80 -100%
• Monthly reports submitted on the 10th working day of each month with the approval of the CAYS Foundation Board	80 -100%	80 -100%
• Annual reports submitted within one month after the end of the budget year with the approval of the CAYS Foundation Board	100%	100%
LOCATION		
Grand Cayman	100%	100%
COST	**$2,178,000**	**$2,178,000**

RELATED BROAD OUTCOMES:

A More Secure Community

Equity and Justice in a Society that Values the Contributions of all

This Group Comprises Purchase Agreement Outputs: CAY 2

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of students linked to professional mentors	30 – 50	30 – 50
• Number of sessions for all mentors and students	2	2
• Number of mentor 'brainstorming' sessions	4 – 6	N/A
• Number of reports	1	N/A
QUALITY		
• Experienced and suitable business persons selected as mentors	100%	95 – 100%
• Mentors are trained by a professional facilitator	95 – 100%	95 – 100%
• Reports prepared in accordance with the Ministry's criteria and guidelines	100%	N/A
TIMELINESS		
• Recruitment and Advertising by June 2015-August 2015	100%	100%
• Selection of Mentors and matching with students August – September 2015	100%	100%
• The school year September 2015 to June 2016	100%	100%
LOCATION		
• Grand Cayman and Cayman Brac	100%	100%
COST	**$9,025**	**$9,025**

RELATED BROAD OUTCOMES: A More Secure Community

This Group Comprises Purchase Agreement Output: CHC 1

OUTPUT SUPPLIER: CAYMAN SPORTS AMBASSADORS

NGS 58	**Elite Athletes Programme**	**$118,275**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of elite athletes	3	4
• Number of international track/swim meets	15 – 21	12
• Number of local events	6 – 9	9
• Number of visits to primary and secondary schools in the Cayman Islands to address students and staff	6 – 9	7
• Number of quarterly reports submitted	12	12
QUALITY		
• Athletes must achieve a standard of performance to meet the qualification mark for World Championships and/or Olympic Games during the currency of this agreement	100%	100%
• Athletes should promote a good image and present a positive role model image	100%	100%
• Athletes must comply with contractual agreement signed with the Ministry of Community Affairs, Youth & Sports	100%	100%
• Must meet all of the requirements for a track and field athlete according to the UNESCO convention on doping sport and the World Anti-Doping Agency (WADA)	100%	100%
TIMELINESS		
• Agreement for year commencing July 2015	100%	100%
LOCATION Local and International	100%	100%
COST	**$118,275**	**$157,700**

RELATED BROAD OUTCOMES: A Fit and Healthy Population

This Group Comprises Purchase Agreement Outputs: KEH 1, ROF 1, BRF 1

OUTPUT SUPPLIER: VARIOUS YOUTH ORGANISATIONS

NGS 59	**Youth Development Programmes**	**$38,725**
DESCRIPTION Programmes offered to develop the character, creative, spiritual, physical and social values of a young person.		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of programmes offered by the C.I. Scouts Association	10 – 14	2
• Number of programmes offered by Duke of Edinburgh Scheme	1	1
• Number of programmes offered by the Girls Brigade	4 – 6	1
• Number of Programmes offered by Girls Guides	1	1
• Number of programmes offered by the Pathfinders	3	1
• Number of Programmes offered by WB SDA Lightbearers Club	3	1
• Number of reports	6	N/A
QUALITY		
• Programmes evaluated and approved by Youth Services Unit	100%	100%
• Programmes must be in line with Scouts, Duke of Edinburgh, Pathfinders, Lightbearers and Girl Guides' missions, and approved by the Youth Services Unit	100%	100%
• Safety measures for children and youth must be implemented in programmes	100%	100%
• Programmes provided by leaders with appropriate training	100%	100%
• Reports to be done in accordance with the criteria and procedures of the Ministry and Youth Services Unit	100%	100%
TIMELINESS		
• Ongoing throughout the year	100%	100%
LOCATION		
• Grand Cayman and Cayman Brac	100%	100%
COST	**$38,725**	**$29,450**
RELATED BROAD OUTCOME: A More Secure Community		
This Group Comprises Purchase Agreement Outputs: DOE 1, TGB 1 GGA 1, WDL 1, SDP 1, CIS 1		

OUTPUT SUPPLIER: VARIOUS SPORTS ORGANISATIONS

NGS 60	**Sports Programmes**	**$811,350**

DESCRIPTION

Provision of sports programmes in 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of sport programmes run by Technical Director, National Coach, Community Coach and/or Manager of National Team	31	22
• Number of Long-term Strategic Development Plan (minimum of 5 years)	11	N/A
• Number of reports and public relation strategies	50	N/A
• Number of meetings attended	8 – 18	N/A
• Coordination of attendance at multi-sports games and National Anti-Doping organizations (NADO)	4	N/A
• International NORECECA	1	N/A
QUALITY		
• Rules and standard of play in keeping with those of the international governing body	90 - 100%	90 - 100%
• Strategic Development Plan must be developed in line with the National Sports Policy and Strategic Plan for the Cayman Islands 2013-2018 and the principles of Long-term Athlete Development (LTAD)	100%	N/A
• Reports to be done in accordance with the criteria and procedures of the Ministry and the Department and Sports	100%	N/A
• National Anti-Doping Organization (NADO) to operate in accordance with UNESCO Convention on Doping in Sport and the World Anti-Doping Agency (WADA)	100%	N/A
TIMELINESS		
• Programmes and competitions ongoing throughout the year	100%	100%
LOCATION		
• Grand Cayman and Cayman Brac	100%	100%
COST	**$811,350**	**$735,300**

RELATED BROAD OUTCOME: A Fit and Healthy Population

This Group Comprises Purchase Agreement Outputs:

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, CCC 1

OUTPUT SUPPLIER: VARIOUS SPORTS AND CULTURAL ORGANISATIONS

NGS 63	**School Lunch and Uniform Programmes**		**$424,000**
DESCRIPTION Provision of school lunches and school uniforms to children whose parents meet established criteria.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of children receiving school lunches		600 -700	700
• Number of children receiving school uniforms		150 -200	200
QUALITY			
• Lunches meet minimum nutritional standards		90 – 100%	90 – 100%
• Uniforms meet school uniform requirements		90 – 100%	90 – 100%
TIMELINESS			
• Lunches provided every school day for the period specified by the Social Worker		90 – 100%	90 – 100%
• Uniforms provided within ten working days of assessment		90 – 100%	90 – 100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$424,000**	**$476,700**
RELATED BROAD OUTCOMES: A Fit and Healthy Population A More Secure Community			
This Group Comprises Purchase Agreement Outputs:			

Note: 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.

OUTPUT SUPPLIER: PINE 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of residents requiring residential nursing care	24 – 30	25 30
• Number of Heavy Care patients	6 - 8	6 – 8
• Number of Homes managed	1	1
QUALITY		
• Responsive to the needs of each patient	80 - 100%	80 - 100%
• Nursing care and supervision provided by experienced Registered Nurses licensed by Cayman Islands Health Practice Commission	95 - 100%	95 - 100%
• Encourage each of these patients to maintain a level of independence appropriate to the patient's physical and mental ability	100%	100%
• To actively participate in decisions related to his/her daily life	95 - 100%	95 - 100%
• Medical Treatment is delivered in accordance with their doctors orders	95 - 100%	95 - 100%
• 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	80 - 100%	80 - 100%
• Activities coordinated to suit the individual needs and abilities of each resident	100%	100%
• 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')	100%	100%
• The Manager is trained and experienced in Residential Home Management. Please see the attached for details of Management and Supervisory Services provided	100%	100%
• Facility is licensed to operate as a Residential Home in accordance with the Health Practice Commission	100%	100%
TIMELINESS		
• General Practitioner visits the Pines at least once per week	100%	100%
• Continuous, 24 hours per day, 365 days per year	100%	100%
LOCATION		
• The Pines Retirement Home, Grand Cayman	100%	100%
COST	**$1,400,000**	**$1,400,000**

RELATED BROAD OUTCOMES: A Fit and Healthy Population
A More Secure Community

This Group Comprises Purchase Agreement Outputs: PRH 1, PRH 2, PRH 3

OUTPUT SUPPLIER: NATIONAL COUNCIL OF VOLUNTARY ORGANISATIONS

NGS 65	**General Programmes and Children Services**	**$117,180**
DESCRIPTION Provision of National Council of Voluntary Organisations (NCVO) Children's Services Programmes.		
MEASURES	**2015/16 Budget**	**2014/15 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		
• All of the NCVO Programmes are located or administered on 90A and 90B Anthony Drive, George Town, Grand Cayman	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: A more Secure Community A Fit and Healthy Population Equity and Justice in a Society that Values the Contributions of all		
This Group Comprises Purchase Agreement Outputs: NCV 3		

OUTPUT SUPPLIER: NATIONAL COUNCIL OF VOLUNTARY ORGANISATION

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 Services.		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of children	4 – 9	4 - 9
QUALITY		
• Foster care meets standards as assessed by the Department of Children 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: A more Secure Community A Fit and Healthy Population Equity and Justice in a Society that Values the Contributions of all		
This Group Comprises Purchase Agreement Outputs: NCV 2		

OUTPUT SUPPLIER: REHOBOTH MINISTRIES

NGS 67	**Community Programmes**	**$124,250**
DESCRIPTION Provision of community programmes including preparations of meals and after school activities.		
MEASURES	**2015/16 Budget**	**2014/15 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	90 – 100%	90 – 100%
• Full Day Care offered during school holidays	90 – 100%	90 – 100%
LOCATION		
• T.E. McField Youth and Community Centre	100%	100%
COST	**$124,250**	**$116,250**
RELATED BROAD OUTCOMES: A more Secure Community A Fit and Healthy Population Equity and Justice in a Society that Values the Contributions of all		
This Group Comprises Purchase Agreement Outputs: RBM 1, 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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of families receiving rental assistance		350 - 450	400
QUALITY • Rental Agreement meets standards established by Department of Children and 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: A more Secure Community Equity and Justice in a Society that Values the Contributions of all			
This Group Comprises Purchase Agreement Outputs:			

Note: Due to the demand driven nature of this Output there is no specific Purchase Agreement.

OUTPUT SUPPLIER: VARIOUS FUNERAL HOMES

NGS 70	**Burial Assistance for Indigents**	**$150,000**
DESCRIPTION Provision of burial services for indigents.		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of persons receiving burial assistance	50 – 60	55
QUALITY • Service provided in accordance with DCFS Burial Assistance Policy	90 – 100%	90 – 100%
TIMELINESS • Ongoing throughout the year	100%	100%
LOCATION • Cayman Islands	100%	100%
COST	**$150,000**	**$150,000**
RELATED BROAD OUTCOMES: A more Secure Community A Fit and Healthy Population Equity and Justice in a Society that Values the Contributions of all		
This Group Comprises Purchase Agreement Outputs:		

Note: Due to the demand driven nature of this Output there is no specific Purchase Agreement.

OUTPUT SUPPLIER: CAYMAN ISLANDS CRISIS CENTRE

NGS 71	**Support for Battered Women and Children**	**$300,000**

DESCRIPTION

Provision of short-term shelter and rehabilitative services female victims of domestic violence and sexual violence and their children including:

- Provision of case management and counselling for clients and their children in the shelter
- Provision of public education programmes on domestic abuse and sexual violence and its effects on the individual, family and community
- Provision of referral services and victim advocacy services through the confidential telephone crisis line or the Centre

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of shelter facilities with an 18 bed capacity	1	1
• Provision of a 24 hour Crisis Hotline	1	1
• Number of public education presentations	24 – 36	24 – 36
• Provision of a shelter follow-up programme	1	1
QUALITY		
• Shelter provides residents and staff with 24 hour security	100%	100%
• Shelter services provided by qualified, trained persons with relevant skills	100%	100%
• Hotline answered and programmes provided by qualified, trained persons with relevant skills	100%	100%
• Program is culturally specific and age appropriate	100%	100%
TIMELINESS		
• Shelter services are available 24 hours a day 7 days a week	100%	100%
• Confidential crisis line is provided 24 hours a day 7 days a week	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$300,000**	**$300,000**

RELATED BROAD OUTCOMES:

A more Secure Community
A Fit and Healthy Population
Equity and Justice in a Society that Values the Contributions of all

This Group Comprises Purchase Agreement Outputs: CIC 1, CIC 2, CIC 3, CIC 4

OUTPUT SUPPLIER: VARIOUS SUPPLIERS

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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of persons assisted		1 – 5	1 - 5
QUALITY			
• Services provided based on guidelines established by Department of Children and Family Services		80 -100%	80 -100%
TIMELINESS			
• Ongoing throughout the year		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$25,000**	**$25,000**
RELATED BROAD OUTCOMES: A more Secure Community A Fit and Healthy Population Equity and Justice in a Society that Values the Contributions of all			
This Group Comprises Purchase Agreement Outputs:			

Note: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Department of Social Services.

OUTPUT SUPPLIER: VARIOUS SPORTS PROGRAMMES

NGS 82	**Other Sports Programmes**		**$78,875**
DESCRIPTION Support to and development of sports and cultural programmes in various disciplines.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of sport programmes		26 – 35	5
• Number of football summer camps		5	1
• Flower 1 Mile Sea Swim		1	1
• Number of reports		8	N/A
• Number of regional cricket tours		1	N/A
QUALITY			
• Rules and standards of play in keeping with those of the International governing bodies of the sport		90 - 100%	90 - 100%
• Sports Programmes/camps must operate in accordance to the policies of the Ministry and the Department of Sports		90 - 100%	90 - 100%
• Reports to be done in accordance with the criteria and procedures of the Ministry and the Department of Sports		90 - 100%	90 - 100%
TIMELINESS			
• On-going programmes and competitions throughout the year		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$78,875**	**$76,375**
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Outputs: FCI 1, PWF 1, FSS 1, BTF 1, ASC 1, FSC 1, CAS 1, ESC 1			

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**	**$1,859,388**
DESCRIPTION Provision of Policy advice and support to the Minister of Finance on matters relating to the following: • Budgetary and revenue issues • Capital Investments • Economic issues • Custom related matters • Matters relating to Government Finances • Risk Management issues		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of cabinet papers, cabinet notes, speeches, speaking notes, pieces of advice/papers, briefings, policy papers, reports and responses to parliamentary questions	43 – 41	33 - 47
• Hours spent providing central procurement services	1,500 – 2,000	1,500
• Number of hours available to provide briefings, speeches, speaking notes, policy advice, verbal advice, parliamentary questions and other ministerial servicing	8,000 – 9,500	6,300
• Number of Economic updates and forecasts	6	10
• Number of insurance policies managed	18 – 21	18 – 21
• Number of meetings organized and attended	28 - 32	3 - 5
QUALITY		
• All reports will be subject to managerial and peer review and will be signed off by senior management	100%	100%
• Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel	100%	100%
• Representations at meeting/briefings by knowledgeable and professional personnel	100%	100%
TIMELINESS		
• All will be delivered by agreed target dates	100%	100%
• Attendance at meetings within time frame agreed	100%	100%
• Participants are present for meetings	100%	100%
LOCATION		
• Grand Cayman and Overseas	100%	100%
COST	**$1,859,388**	**$1,581,290**
RELATED BROAD OUTCOME: Strong, Thriving and Increasingly Diverse Economy		
This Group Comprises ABS outputs: CUS 13, ESO 10, FIN 12, FIN 17, RSK 6, TSY 33, TSY 34		

FED 2	**Governance and Administrative Services**		**$313,553**
DESCRIPTION Provision of governance and administrative services to the Ministry of Finance and Economic Development's Statutory Authorities, Boards and Committees.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of Meetings Attended		515 – 600	330 - 350
QUALITY			
• Representations at meetings by knowledgeable and professional personnel		100%	100%
• Agendas and minutes accurately reflect Board decisions		100%	100%
TIMELINESS			
• Attendance at meetings within time frame agreed		100%	100%
LOCATION			
• Grand Cayman		100%	100%
COST		**$313,553**	**$261,052**
RELATED BROAD OUTCOME: A Culture of Good Governance			
This Group Comprises ABS outputs: CUS 17, FIN 13, TSY 35			

FED 3	**Collection of Coercive Revenue**	**$2,183,979**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Duty or Revenue items Processed	38,000 – 40,000	38,000 – 40,000
• Number of receipts produced	1,734 – 2,284	1,734 – 2.284
• Number of invoices to cruise and airlines	550 - 600	550 - 600
QUALITY		
• Revenue submission to be in compliance with the relevant laws and policies	95 - 100%	95 - 100%
• Revenue collected as a legislative requirement	100%	100%
TIMELINESS		
• Revenue from fees to be submitted to the bank on a daily basis	95 - 100%	95 - 100%
• Annual fees and Returns to be processed within two weeks of receipt	98%	98%
LOCATION		
• Cayman Islands	100%	100%
COST	**$2,183,979**	**$2,492,289**

RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises ABS outputs: CUS 14, TSY 41

FED 4	Preparation and Publication of Statistical Reports	$1,448,803

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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of Reports	114	128
QUALITY		
• All reports to be reviewed by Director before publication	100%	100%
• Internal review and data quality assurance measures applied	100%	100%
TIMELINESS		
• Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year	100%	100%
• Quarterly reports to be completed and submitted to Cabinet within the following quarter	100%	100%
• Household and Business Register updates to be completed three weeks before the start of the field work for which they are used	100%	100%
• Quarterly reports on development submitted within five working days of quarter end	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,448,803**	**$1,524,125**

RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises ABS output: ESO 7

FED 5	Financial Reporting and Management Services	$3,862,455

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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of self-financing, public debt, Loans-Made, debt recovery, investment, trust assets and bank accounts managed.	1,455 – 1,572	1,461 – 1,571
• Number of Financial statement, Forecasts, budget documents, bank reconciliation and reports reviewed and/or produced	55 – 63	60 – 68
• Number of cheques runs and payroll processed, debts managed	3,432 – 3,738	3,432 – 3,738
• Number of hours updating procedure manuals, providing training and support, applying patches/maintenance of system and providing advice and assistance	7,706 – 9,069	9,002 – 10,003
QUALITY		
• Loans are managed in accordance with conditions laid out in the relevant bank loan agreements Internal review and data quality assurance measures applied	100%	100%
• Bank reconciliation statements reviewed by supervisor and approved by manager	100%	100%
• Trust Assets to be managed in accordance with Public Management and Finance Law (2013 Revision) and the Financial Regulations	100%	100%
• Training and IRIS Functionality to be consistent with the requirements of the Public Management and Finance Law (2013 Revision)	100%	100%
TIMELINESS		
• Bank reconciliation to be prepared and approved by the end of the following month	85 - 100%	85 - 100%
• Principal repayments and interest payments made by the due date	100%	100%
• Bi-annual and annual trust assets financials to be submitted by statutory deadline	100%	100%
• Procedures manual, training and IRIS upgrades, changes and testing to be carried out within deadline agreed with Accountant General	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$3,862,455**	**$3,642,411**

RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises ABS outputs:
TSY 36, TSY 37, TSY 38,TSY 39, TSY 40, TSY 42, TSY 43, TSY44, TSY 45, TSY 46

FED 6	Processing of Passengers and Inspection of Aircrafts, Vessels and Cargo	$7,159,102

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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of aircrafts and marine crafts processed and inspected	16,600 – 18,500	13,400 – 15,200
• Number of passengers processed by air and sea	2.3Mil – 2.5Mil	2Mil – 2.1Mil
• Number of import/export entries processed	10,400 – 11,800	10,400 – 11,800
• Number of Customs entries processed	69,544 – 83,150	69,544 – 83,150
QUALITY		
• Aircrafts and marine crafts are cleared in accordance with Customs Laws and Regulations (17 of 1990), (2007 Revision) and Customs Regulations (1998)	100%	100%
• Clearance and inspections are carried out in accordance with the Customs Law (17 of 1990) (2007 Revision)	100% 100%	100% 100%
• Pre-clearance and importation permits to be reviewed by Senior Customs Officer	100%	100%
• Inspecting officers will be highly trained by local and regional instructors		
TIMELINESS		
• Aircrafts processed within 30 to 60 minutes of arrival	100%	100%
• Cruise ship and commercial vessels processed within 15 to 30 minutes of arrival	100%	100%
• Private vessels processed within 1 to 2 hours of arrival	100%	100%
• Monday to Friday, 8:30 a.m. to 4:30 p.m. and Saturday, 8:30 a.m. to 12:30 p.m.	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$7,159,102**	**$6,157,619**

RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy

This Group Comprises ABS outputs: CUS 10, CUS 12

FED 7	**Detection, Interdiction and Prosecution of Customs Offences**	**$1,949,674**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of reports	566 – 679	427 – 554
• Number of searches	570 – 630	8 -25
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	100%	100%
• 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	100%	100%
• Prosecution files are complete, factual and accurate	100%	100%
TIMELINESS		
• Investigations completed within six months from arrest	100%	100%
• Prosecution files submitted to the Legal Department within three days of an arrest	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$1,949,674**	**$1,618,219**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS output: CUS 16

FED 9	**Administration and Processing of Applications**	**$513,332**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of application process	900 – 1,100	1,100
QUALITY		
• Applications processed in compliance with applicable laws and Ministry guidelines	100%	100%
TIMELINESS		
• Response provided within 5 to 8 working days of receipt of application	90%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$513,332**	**$467,224**

RELATED BROAD OUTCOME: A More Efficient, Accessible and Affordable Public Service

This Group Comprises ABS output: FIN 14

FED 11	**Monitoring and Reporting on the Economy**	**$202,834**
DESCRIPTION Monitoring and reporting on the economy, involving: • Quarterly and annual economic reporting • Country reports for regional and international agencies		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Reports	6	7
• Economic monitoring tables/reports for regional and international agencies	1	2
QUALITY		
• Reports are subject to managerial and/or peer review to ensure that quality standards are met and signed off by the Director of Economics and Statistics	100%	100%
TIMELINESS		
• Completed and submitted within given deadlines	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$202,834**	**$210,560**
RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy		
This Group Comprises ABS output: ESO 8		

OUTPUT SUPPLIER: CAYMAN ISLANDS NATIONAL INSURANCE COMPANY (CINICO)

CIN 1	**Health Insurance for Seamen and Veterans for Primary and Secondary Health Care**	**$8,355,446**
DESCRIPTION Payment of insurance premiums for Seaman & Veteran and their dependents for insurance coverage by CINICO. The insurance coverage is for local care, excluding any tertiary care.		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Total number of persons insured - premiums fully paid by Cabinet	1,183 – 1,203	1,171 – 1,183
• Total number of persons insured – premiums partially paid by Cabinet (Veterans)	17	17
QUALITY		
• All eligible Seamen, Veterans and their dependents are insured who met the definition under the Health Insurance Law	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	**$8,355,446**	**$8,731,365**
RELATED BROAD OUTCOME: A Strong, Thriving and Increasingly Diverse Economy		
This Group Comprises Purchase Agreement output: CIN 1		

16. 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**	**$1,902,361**
DESCRIPTION A policy-driven legislative framework that enables financial services providers to satisfy client demand and create new opportunities for industry growth.		
MEASURES	**2015/16 Budget**	**2014/15 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.	25 – 35	25 – 35
• Hours spent on policy and legislative reports and papers	6,000 – 7,000	6,000 – 7,000
• Hours spent in fulfilment of agreed international obligations	6,000 - 7,300	6,000 - 7,300
QUALITY		
• Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information.	100%	100%
• All functions to be performed in accordance with statutory and treaty obligations	100%	100%
• Policy advice includes all relevant information and designed to deliver efficient and effective responses	100%	100%
TIMELINESS		
• Dictated by Cabinet and the Legislative Assembly.	100%	100%
• All work to be carried out within timeframes established by applicable legislation, international agreements and standards, and deadlines set by the Ministry	100%	100%
LOCATION		
• Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.	100%	100%
COST	**$1,902,361**	**$2,027,481**
RELATED BROAD OUTCOMES: 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		
This Group Comprises ABS Outputs: FSA 2, FSS 3, TIA 6		

FSC 8	**A Business Climate Conducive to Local Commerce**		**$249,785**
DESCRIPTION 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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Hours spent on Legislation supporting local Commerce. Amendments and new legislation supported by an industry consultation process		750-1,200	750-1,200
QUALITY			
• Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information.		100%	100%
• Workshops and Conference done as per contractual agreements		100%	N/A
TIMELINESS			
• Consultation conducted according to agreed timeframes and contractual terms		100%	100%
LOCATION			
• Services are delivered within the Cayman Islands		100%	100%
COST		**$249,785**	**$512,787**
RELATED BROAD OUTCOMES: 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			
This Group Comprises ABS Output: DCI 10			

FSC 10	A Robust, Efficient Regime for the Registration of Corporate and Vital Information and the Licensing of Businesses	$3,078,987

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 and trademarks.

MEASURES	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of applications renewed/granted	5,125 – 5,925	5,120 – 5,915
• Number of registrations	13,950 – 15,201	13,950 – 15,201
• Number of certificates issued	68,500 – 79,500	68,500 – 79,500
QUALITY		
• All applications processed in accordance with standards and requirements as outlined in the relevant law	100%	100%
• All registrations processed in accordance with standards and requirements as outlined in the relevant law	100%	N/A
TIMELINESS		
• Licence application decisions communicated within time period specified in law or as set out in published policy.	100%	100%
• Registrations completed within time period specified in law or as set out in published policy	100%	100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$3,078, 987**	**$2,770,354**

RELATED BROAD OUTCOMES:
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

This Group Comprises ABS Outputs: DCI 9, REG 16

FSC 11	**Fair Competition in Domestic Commercial Activity**	**$686,133**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Hours spent on enforcement / compliance activities	2,000 – 2,500	1,000 – 1,500
• Provision of assistance with requests relating to criminal or regulatory investigations	120 – 180	120 – 180
QUALITY		
• Activities conducted by appropriately trained staff	100%	100%
• Information provided in the agreed format	100%	100%
TIMELINESS		
• Information provided within an agreed timeframe.	100%	100%
• Consultation conducted in an open and transparent manner, with published recommendations that include rationale and supporting information.	100%	100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$686,133**	**$353,956**

RELATED BROAD OUTCOMES:

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

This Group Comprises ABS Outputs: DCI 12, REG 17

FSC 12	**Ministry Strategy, Communications and Operations Support**	**$1,938,004**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Development and execution of a business plan to facilitate the policy direction of the Minister for Financial Services, Commerce & Environment.	1	1
• Maintenance of a communication plan for each agency within the Ministry	5 - 6	5 - 6
QUALITY		
• All documents produced for the Minister will be factual, error-free, based on consultation where appropriate, and according to applicable templates	100%	100%
• Other activities will be produced in accordance with relevant legislation at a level that is above average for other civil service entities.	100%	100%
• All plans to include measurement and indicators to demonstrate success	100%	100%
TIMELINESS		
• Ministerial documents produced according to given timelines	100%	100%
• Other documents produced according to statutory timelines.	100%	100%
• Draft plans provided to coincide with Annual Budget submissions; plans updated and maintained throughout the year as circumstances dictate.	100%	100%
LOCATION		
• Services are delivered primarily within the Cayman Islands, but may be produced in foreign jurisdictions depending on circumstances.	100%	100%
COST	**$1,938,004**	**$1,738,673**

RELATED BROAD OUTCOMES:

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

This Group Comprises ABS Outputs: FSA 1, FSA 3

FSC 13	**Environmental Services and Research**	**$3,003,178**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of policy papers/reports/recommendations prepared	10 – 20	10 – 20
• Number of days patrolling	360	360
• Number of monitoring programmes	5 – 10	5 – 10
• Number of research programmes	4 – 8	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	100%	100%
• Number of days patrolled as a percentage of total possible patrol days	95%	95%
• Research and Monitoring programs will be conducted using internationally recognised scientific protocols and address environmental and natural resource issues of the Cayman Islands	100%	100%

TIMELINESS		
• All reports prepared within agreed time frames	100%	100%
• Patrols conducted daily as scheduled.	95%	95%
• All Research and monitoring programs completed within designated or agreed time schedules	100%	100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$3,003,178**	**$2,814,877**

RELATED BROAD OUTCOMES:
1. A Strong, Thriving and Increasingly Diverse Economy
5. Modern, Smart Infrastructure
10. Conservation of our Biological Diversity and Ecologically Sustainable Development

This Group Comprises ABS Outputs: ENV 14, ENV 15, ENV 19, ENV 22, ENV 23, ENV 24, ENV 25

OUTPUT SUPPLIER: AUDITORS OVERSIGHT AUTHORITY

AOA 1	**Audit Oversight**		**$315,000**
DESCRIPTION As set out in The Auditors Oversight Law, 2011, the function of the AOA is to regulate and supervise auditors who audit the accounts of market traded companies. This involves conducting inspections of auditors and taking disciplinary actions when necessary.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY • Number of hours engaged in regulatory activity		1,800 – 2,100	1,500 – 1,800
QUALITY • All regulatory activities to be performed in accordance with statutory obligations by suitably qualified and experienced personnel		100%	100%
TIMELINESS • All regulatory activities to be provided within requested timeframe		100%	100%
LOCATION • All regulatory activities to be conducted within the Cayman Islands unless otherwise required		100%	100%
COST		**$315,000**	**$315,000**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy 4. A More Efficient, Accessible and Affordable Public Service 8. A Culture of Good Governance			
This Group Comprises Purchase Agreement Output: AOA 1			

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

CMA 1	**Policy Advice on Maritime Matters**		**$172,405**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of Hours providing policy advice, ministerial services, and fulfilling information request		725	725
QUALITY			
• Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors		100%	100%
• 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%	100%
• Shipping Notices prepared in response to needs within the industry and reviewed by relevant sections within MACI with final review by CEO		100%	100%
• Agreements with outside bodies prepared in consultation with relevant sections of MACI and the outside body concerned, with final review by CEO		100%	100%
• Extension and application of international conventions under constant review and where applicable to Cayman islands are given effect through national shipping legislation		100%	100%
• Return of information to the International Maritime Organization (IMO) as required under international agreement		100%	100%
• Policy position determined after appropriate consultation (MACI, Industry, Cabinet) and Cayman islands position then presented to the relevant forum through Cayman delegation at meetings		100%	100%
TIMELINESS			
• Legislative proposals, Cabinet papers, notes, briefings and shipping notices delivered by target date where applicable, otherwise as the need arises		100%	100%
• Agreements with outside bodies kept under constant review and updated or replaced as the need arises - at least once per year		100%	100%
• Extension of Conventions under constant review and procedures for acceptance invoked as required, including development of appropriate national legislation		100%	100%
• Information returned to IMO by target dates as appropriate		100%	100%
LOCATION			
• Cayman Islands and the United Kingdom		100%	100%
COST		**$172,405**	**$172,405**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy Modern, Smart Infrastructure 8. A Culture of Good Governance			
This Group Comprises Purchase Agreement Output: SHP 1			

CMA 2	**Technical Advice and Support on Maritime Matters**	**$93,844**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Advise and attend Ship Owners Advisory Committee meetings	1	1
• Advise and attend Yacht Manager Advisory Committee meeting	1	1
• Attend Maritime Sector Consultative Committee meeting	4	4
• Attend Red Ensign Group meetings	1	1
• Produce Committee Minutes and agendas	6	6
• Voluntary International Maritime Organization Member State Audit Scheme meetings	3	1-3
QUALITY		
• Boards are served on by Director or senior management	100%	100%
• Minutes of meetings drafted in correct format, vetted and amended as necessary by respective committees	100%	100%
• Minutes are subject to internal peer review	100%	100%
TIMELINESS		
• Attendance at meetings when meetings are called - within the time frame agreed upon	100%	100%
• Notification of meetings and distribution of agenda one week prior to date of meeting	100%	100%
• Minutes circulated within four weeks after date of meeting	100%	100%
LOCATION		
• Services are delivered within the Cayman Islands and worldwide (Red Ensign rotates locations on an annual basis)	100%	100%
COST	**$93,844**	**$93,844**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: SHP 2

CMA 4	**State Inspections and Investigation Services**	**$67,897**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Hours spent on inspections and investigations, involving Port State Control inspections on ships entering Cayman Islands waters	180	180
• Number of Hours spent conducting casualty investigations in compliance with international standards	180	180
QUALITY		
• Inspection reports are reviewed to ensure vessel standards are met by Senior Management	100%	100%
• Review casualty investigation and report findings as required by the Merchant Shipping Law (2004 Revision)	100%	100%
TIMELINESS		
• Conduct inspections within 12 hours of dropping anchor	100%	100%
• Initiate casualty investigations upon notification within 24 hours	100%	100%
LOCATION		
• George Town, Grand Cayman and CISR UK office	100%	100%
• Surveys worldwide at ports where the vessels lie		
COST	**$67, 897**	**$67,896**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: SHP 4

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	**2015/16 Budget**	**2014/15 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	100%	100%
• To facilitate the exchange of information on ships' positions	100%	100%
TIMELINESS		
• Continuous 24 hours a day 7 days a week	100%	100%
LOCATION		
• Services are delivered within the Cayman Islands and United Kingdom	100%	100%
COST	**$85,000**	**$85,000**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: SHP 5

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Direct Lending:		
○ Number of enquiries responded to	75 – 90	75 – 90
○ Number of loans processed	35 – 50	35 – 50
○ Number of new loans approved	30 – 40	30 – 40
○ Number of counselling session	10 – 20	10 – 20
• Student Loans:		
○ Number of performance reports	4	4
QUALITY		
• Minimum percentage of customers expressing satisfaction with service when surveyed	90 - 100%	90 - 100%
• Percentage of accuracy and relevance of reports as determined by internal peer review	90 - 100%	90 - 100%
TIMELINESS		
• Maximum turn-around time of two working days between receipt of all application particulars and the approval of loan	80 - 100%	80 - 100%
• Maximum time of 15 days between end of quarter and submission of reports	80 - 100%	80 - 100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$127,132**	**$127,132**

RELATED BROAD OUTCOMES:
A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Outputs: CIB 1, CIB 4

DVB 2	**Administration of Lending for Micro and Small Businesses Development**	**$156,025**

DESCRIPTION

Administer a programme of direct lending for micro and small business development by:

- promoting the programme through various media
- providing a counselling and information service
- appraising loans considered for financing
- ensuring adequate loan documentation
- monitoring the loan portfolio
- ensuring debt collection measures
- generating periodic performance reports

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of enquiries responded to	50 – 100	50 – 100
• Number of on-site technical assistance	10 – 20	10 – 20
• Number of counselling sessions	10 – 20	10 – 20
• Number of loans under special debt service arrangements	45 – 60	45 – 60
• Number of loans under litigation	70 – 40	70 – 40
• Number of performance reports	4	4
QUALITY		
• Minimum percent of customers expressing satisfaction with service when surveyed	90 – 100%	90 – 100%
• Percent accuracy and relevance of reports as determined by internal peer review	90 – 100%	90 – 100%
• Percent of borrowers over 90 days in arrears	50 – 55%	60 – 65%
• Percent value of loan portfolio over 90 days in arrears	50 – 55%	60 – 70%
• Percent of loan portfolio written off annually	5 – 10%	0 - 2%
TIMELINESS		
• Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loan	80 - 100%	80 - 100%
• Maximum time of 15 days between end of quarter and submission of reports	80 - 100%	80 -100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$156,025**	**$156,025**

RELATED BROAD OUTCOMES:
A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: CIB 2

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of enquiries responded to	60 - 80	60 - 80
• Number of projects appraised	5 - 10	5 - 10
• Number of new loans approved	5 - 10	5 - 10
• Number of site visits	10 - 15	10 - 15
• Number of counselling sessions	20 - 35	20 - 35
• Number of loans under special debt service arrangements	50 - 60	20 - 30
• Number of loans under litigation	40 - 50	5 - 10
• Number of performance reports	4	4
• Number of items of correspondence with participating banks	8 – 12	8 - 12
QUALITY		
• Minimum percent of customers expressing satisfaction with service when surveyed	90 – 100%	90 – 100%
• Percent accuracy and relevance of reports as determined by internal peer review	90 – 100%	90 – 100%
• Percent of borrowers over 90 days in arrears	25 – 35%	35 – 45%
• Percent value of loan portfolio over 90 days in arrears	25 – 35%	35 – 45%
• Percent of loan portfolio written off annually	5 – 10%	1 – 2%
TIMELINESS		
• Maximum turn-around time of ten (10) working days between receipt of all application particulars and the approval of loan	80 - 100%	80 - 100%
• Maximum time of 15 days between end of quarter and submission of reports	80 - 100%	80 -100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$243,160**	**$243,160**

RELATED BROAD OUTCOMES:
A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: CIB 3, CIB 5

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Currency transactions conducted once per week with institutions	50 – 60	50 – 60
• Number of banknotes sorting sessions	110 – 120	110 – 120
• Number of banknotes destruction sessions	15 – 20	15 – 20
• Number of banknote and Coin re-orders	1-3	1-3
QUALITY		
• All procedures necessary for issuance and redemption of currency are carried out in accordance with internal policies and verified by management	100%	100%
• 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	100%	100%
• 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%
TIMELINESS		
• Issuance and redemption of notes once per week	100%	100%
• Sorting conducted at least an average of 2 per week	100%	100%
• Banknotes Destruction 1 per month	100%	100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$1,400,000**	**$1,400,000**

RELATED BROAD OUTCOMES:
A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: MOA 6

MOA 8	**Collection of Fees**		**$300,000**
DESCRIPTION Collection of fees on behalf of the Cayman Islands Government as set out in the Regulatory Laws and Regulations. Reporting and analysis on actual and projected fees.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of payment entries processed		35,000 – 40,000	35,000 – 40,000
• Number of fee reminders sent		300 – 400	300 – 400
• Number of refunds processed		75 – 100	75 – 100
• Number of reports produced		3 – 5	3 – 5
QUALITY			
• All fee payments and bank deposits are processed in accordance with internal policies and verified by Management.		100%	100%
• The information related to the deposited fees is entered in the Government's accounting system according to the established procedures.		100%	100%
• Reports are compiled by knowledgeable and professional personnel, to ensure that quality standards are met		100%	100%
TIMELINESS			
• Deposits are prepared and lodged with the bank within the same day		100%	100%
• Send out fee reminder notices and outstanding fees annually and in accordance with established procedures		100%	100%
• Reports are prepared in accordance with reporting timelines and as agreed and required		100%	100%
LOCATION			
• Services are delivered within the Cayman Islands		100%	100%
COST		**$300,000**	**$300,000**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure A Culture of Good Governance			
This Group Comprises Purchase Agreement Output: MOA 8			

MOA 12	**Regulation of the Financial Services Industry**	**$7,110,000**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of applications for new licenses/registrations or cancellations processed	3,000 – 4,000	3,000 – 4,000
• Number of industry queries and other prudential matters processed	15,000 – 17,000	15,000 – 17,000
• Number of incoming/outgoing ORAs (overseas request for assistance) matters processed	100 – 150	100 – 150
• Number of statistical returns of licensees and registrants processed	1,500 – 2,000	1,500 – 2,000
• Number of financial statements and returns collected and processed	11,000 – 12,000	11,000 – 12,000
QUALITY		
• Licensing and supervisory matters approved timely and with little or no industry complaints	90 - 100%	100%
• Statistical returns processed in accordance with guidelines	90 - 100%	100%
• Regulatory functions and advice are carried out in accordance with applicable legislation, CIMA rules, statement of guidance, policies, procedures and Board directives	100%	100%
TIMELINESS		
• Process applications for new licensees/registrants or cancellations within 6 weeks	80 - 100%	100%
• Process incoming/outgoing ORA's, industry queries and other prudential matters within 6 weeks	90 - 100%	100%
• Statistics processed according to established schedules	100%	100%
• Analyse financial statements and returns filed with CIMA within 6 months of receipt	95 - 100%	100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$7,110,000**	**$3,310,000**

RELATED BROAD OUTCOMES:

A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: MOA 12

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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of requests for assistance processed		150 - 200	150 - 200
• Number of Memoranda of Understanding negotiated		10 -20	10 -20
• Number of meetings - Attend, represent or present CIMA's position to external bodies and overseas groups on Co-operative functions		1-2	1-2
• Number of Court Proceedings attend and/or conducted		10 - 20	10 - 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 - 100%
TIMELINESS			
• Complete initial request for assistance form within 1 to 3 days of receiving the request from the overseas regulatory authority.		95 - 100%	100%
• Provide information requested by overseas regulatory authority within 8 to 10 weeks of receiving the request.		95 - 100%	100%
• Attend meetings/proceedings within the agreed time frame		100%	100%
LOCATION			
• Services are delivered within the Cayman Islands		100%	100%
COST		**$980,000**	**$980,000**
RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure A Culture of Good Governance			
This Group Comprises ABS Outputs: MOA 13			

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Cabinet papers/notes/briefings	10- 15	10- 15
• Legislative Proposals (Laws and Regulations)	15 - 25	15 - 25
• Meetings attended and participated in, at the request of Cabinet	10 - 15	10 - 15
• Number of international fora, participated in and attended	5 - 10	5 - 10
• Provide technical advice and support to the Minister and other Government Agencies	15 - 20	15 - 20
• Freedom of Information operations	6 - 12	6 - 12
QUALITY		
• Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors	95 - 100%	95 - 100%
• 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	95 - 100%	95 - 100%
• 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	95 - 100%	95 - 100%
• Rules and SOGS submitted to Cabinet, posted to web-site, gazetted and notification provided to private sector.	95 - 100%	95 - 100%
TIMELINESS		
• Legislative proposals, Cabinet papers, notes, briefings submitted to Cabinet by target date	90 - 100%	100%
• Policies and Agreements reviewed and updated as the need arises	90 - 100%	100%
• Information submitted within timeframes agreed by parties involved	90 - 100%	100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$875,000**	**$875,000**

RELATED BROAD OUTCOMES: A Strong, Thriving and Increasingly Diverse Economy
A More Efficient, Accessible and Affordable Public Service
Modern, Smart Infrastructure
A Culture of Good Governance

This Group Comprises Purchase Agreement Output: MOA 14

OUTPUT SUPPLIER: NATIONAL TRUST OF THE CAYMAN ISLANDS

NGS 74	**Preservation of Natural Environments and Places of Historic Significance**	**$570,000**

DESCRIPTION

- Administration of programmes to protect and conserve environmentally and historically sensitive sites and species.
- Strategic management and administration to successfully recruit solicit and apply resources from the private and non-government sectors to further environmental conservation and historic preservation.
- Programmes and projects whilst working with other respective Government ministries, departments and agencies in order to maximize the available resources and the benefit to the people of the Cayman Islands.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Acres of environmental property protected, managed and supported	3,313	3,240
• Number of historic sites protected, managed and supported	12	12
• Number of public information centres open	3	3
• Number of public recreational facilities maintained	5	5
• Number of flagship species conservation programmes	2	2
• Number of public education events	60	60
• Number of reports to government and membership	10	10
QUALITY		
• Preservation complies with established guidelines	100%	100%
• Visitors centres open as sources of information to the public at convenient locations and times	100%	100%
• Annual reports prepared in accordance with the National Trust Law 1987 (1997 revision)	100%	100%
TIMELINESS		
• Ongoing	100%	100%
• Published annual report and audited financial statements to be prepared no later than 31 December 2015	100%	100%
LOCATION		
• Services are delivered within the Cayman Islands	100%	100%
COST	**$570,000**	**$620,000**

RELATED BROAD OUTCOMES:
A Culture of Good Governance
Conservation of our Biological Diversity and Ecologically Sustainable Development

This Group Comprises Purchase Agreement Output: NAT 1

17. 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	$4,800,023

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	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of contributions to the Throne Speech	1	1
• Information and decision-making briefs	60-80	60-80
• Cabinet papers and notes	20-27	15-30
• Parliamentary questions	1-5	1-4
• Statements in the Legislative Assembly	2-5	2-6
• Number of strategic priority projects advised on and/or managed	20-25	20-25
• Number of drafting instructions prepared	3-5	1-3
• Number of press releases, press briefings or mass communication prepared	50-60	40-50
• Number of regulatory Boards, Councils and Committees where represented	7-11	7-11
• Policies, procedures and guidance documents completed in relation to building safer school communities	2-6	8
• Number of correspondence or reports produced for the Gender Equality Tribunal	2-20	1-2
QUALITY		
• Policies and advice consistent with any relevant regional or international conventions and/or best practice	100%	100%
• Policies and strategies developed through a consultative process with key stakeholders	100%	100%
• Policy and strategy documents reviewed by Chief Officer or delegate and approved by Minister prior to release	100%	100%
• 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	100%	100%
• Services provided by appropriately experienced and qualified personnel.	100%	100%
• Representatives on Boards, Committees, Councils and Meetings to be nominated from senior management team by Chief Officer	100%	100%

TIMELINESS		
• All services delivered within established schedules or as required by Chief Officer and/or Minister	100%	100%
• Cabinet Papers and speech notes delivered within established schedules or as required by Minister	100%	100%
• Drafting instructions issued by December 2015 or as agreed with Minister	100%	100%
• Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$4,800,023**	**$4,798,306**
RELATED BROAD OUTCOMES: A Strong, thriving and increasingly diverse economy A Work-Ready and Globally Competitive Workforce A Centre of Excellence in Education Equity and Justice in a Society that Values the Contributions of all		
This Group Comprises ABS Outputs: MEG 1, MEG 2, MEG 3, MEG 4, MEG 5		

Note: The total cost of this output group is $4,810,023. However, the revenue of $10,000 reduces the cost to Cabinet to $4,800,023.

EGA 2	**Job Placement and Employer Support Activities**	**$1,533,281**

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. Scholarship Administration Services

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of jobseekers assisted	1,500 - 2,000	1,200
• Number of job vacancies processed	3,500- 4,000	4,500
• Number of training programmes and employment initiatives coordinated	13-16	13
• Number of assessment and guidance services provided	3	3-5
• Number of projects for the maintenance/upgrade of the Job Placement Database	1	1
• Number of Labour Market Reports prepared	10-12	10
• Number of current local scholarships or grants monitored	750-850	795
• Number of current overseas scholarships monitored	460-520	460
QUALITY		
• All Jobseekers assisted in accordance with established procedures	100%	100%
• All vacancies processed in accordance with established procedures	100%	100%
• Content of training programmes and employment initiatives approved by Chief Officer in consultation with the Director as being relevant to private sector needs within the labour market	100%	100%
• Assessment and guidance services provided are carried out in line with established policies	100%	100%
• Maintenance and upgrading of the Job Placement Database in	100%	100%
• accordance with ministerial guidelines	100%	100%
• Labour Market Reports prepared according to agreed templates or as required	100%	100%
• Scholarships or grant awards are governed by agreed criteria approved by Education Council	100%	100%

TIMELINESS		
• Job seekers assisted within 10 working days of initial or subsequent contact seeking employment as outlined in procedures	100%	100%
• Response to employers seeking employees within 10 working days	100%	100%
• Training seminars organised quarterly or as required	100%	100%
• Assessment and guidance services provided through-out the year	100%	100%
• Maintenance and upgrading of the Job Placement Database	100%	100%
• According to project timelines or as required	100%	100%
• Labour Market Reports produced monthly or as required	100%	100%
• Recommended new Overseas Scholarship applications for the 15/16 school year submitted to Education Council by 30 June 2015.	90 - 100%	90 - 100%
• Recommended new Local Scholarship applications for the 15/16 school year to be approved by 13 August 2015	90 - 100%	90 - 100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,533,281**	**$1,031,805**
RELATED BROAD OUTCOMES: A Work-Ready and Globally Competitive Workforce		
This Group Comprises ABS Outputs: NWD 1, NWD 2, NWD 3, NWD 4		

EGA 3	**Employment Regulatory Activities**	**$1,030,616**

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. Provision of advice on the National Pensions Law and Regulations to appropriate stakeholders, and effectively supervise compliance by the registered/approved Administrators.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Labour and Pensions training and education programmes conducted	8-12	16
• Number of cases of individual disputes of rights investigated/mediated/ conciliated	1,000-1,350	1,054
• Number of Occupational Safety and Health inspections	10-15	N/A
• Number of Labour & Pensions inspections (Onsite & Offsite);	70-85	146
• Preparation and referral of investigations and/or matters of concern to the Department of Public Prosecutions ("DPP") for Labour and Pensions;	9-13	12
• Number of Pensions Delinquency Reports processed; and	50-60	20
• Number of Labour Tribunal and Labour Appeals Tribunal cases and OT waiver applications scheduled and administratively supported	60-70	83
• Number of Administrations' supervisory ad governance compliance initiatives, including Onsite or Desk-based inspections/reviews	6-10	N/A
QUALITY		
• Training and education programmes are in accordance with certifying bodies and departmental guidelines	100%	100%
• Individual disputes of rights processed in accordance with established procedures	100%	100%
• Inspections are in compliance with internationally and nationally accepted best-practice	100%	100%
• Investigations are in compliance with internationally and nationally accepted best-practice and in accordance to the Labour and National Pension Laws & Regulations	100%	100%
• Delinquency Reports are completed in accordance with internal procedures and the National Pensions Law and Regulations	100%	100%
• Tribunal cases and OT waiver applications scheduled and administratively supported in accordance with set procedures and ruling received on time or follow-up vigorously	100%	100%
• Administrators' supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews in accordance with established procedures and the National Pensions Law and Regulations, and in compliance with internationally and nationally accepted best practice	100%	100%

TIMELINESS		
• Training and education programmes are delivered as scheduled	100%	100%
• Individual disputes of rights processed within 30 calendar days	100%	100%
• Inspections are conducted as scheduled, with follow-up reports monitored	100%	100%
• Investigations are thorough and timely	100%	100%
• Notification to complainant of outcome of investigation within 14 working days of completion of investigation	100%	100%
• Delinquency Reports are completed within 30 calendar days of receipt of reports from the Pension Plan Administrators	100%	100%
• Complaints for Unfair Dismissal/Severance Pay are referred to the Labour Tribunal within 30 working days of collection of evidential material and completion of conciliation efforts; and cases and OT waiver applications are scheduled and administratively supported within set timelines	100%	100%
• Administrators' supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews are ongoing and inspections/reviews are conducted within the agreed timeframes	100%	N/A
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,030,616**	**$824,485**
RELATED BROAD OUTCOME: A Work-Ready and Globally Competitive Workforce		
This Group Comprises ABS Outputs: DLP 3, DLP 4		

Note: The total cost of this output group is $2,078,786. However, the revenue of $1,048,170 reduces the cost to Cabinet to $1,030,616. Output DLP 4 replaces DLP 1 (Compliance and Enforcement of the Labour Law) and DLP 2 (Compliance and Enforcement of the National Pensions Law).

EGA 4	**Public Library Services**	**$1,597,162**

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 (Ministry of Education, Employment and Gender Affairs 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of items circulation throughout the year	40,000-50,000	55,000
• Number of Reference Transactions	1,500-2,000	1,600
• Number of literacy programs	25-30	34
• Number of community/cultural programs	10-12	10
• Number of information access/technology programs	15-20	16
• Number of adult books acquired	1,500-2,000	1,800
• Number of juvenile books acquired	1,000-1,500	1,005
• Number of ICT hours accessed	25,000-28,000	26,000
• Number of Facilities Operated	6	6
QUALITY		
• Operations in all locations overseen by suitably qualified staff	100%	100%
• Reference Services provided by suitably qualified staff	100%	100%
• Materials selected and programmes developed and monitored by qualified staff	100%	100%
• All facilities meet safety regulations, are kept clean and neat and are publicly accessible	100%	100%
TIMELINESS		
• Materials will be available for loan throughout the library's opening hours	100%	100%
• Ready reference enquiries will be processed within twenty-four hours of receipt	100%	100%
• Library materials will be acquired quarterly	100%	100%
• Programmes will be prepared and delivered on a monthly basis	100%	100%
• Library facilities are operated on an agreed schedule as approved by the Chief Officer	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$1,597,162**	**$1,492,715**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises ABS Outputs: LIB 5

Note: The total cost of this output group is $1,617,162. However, the revenue of $20,000 reduces the cost to Cabinet to $1,597,162

EGA 5	**Primary Education Services**	**$20,302,643**

DESCRIPTION

Provision of teaching and learning services for children between the age of 4 and 11 at government reception programmes and primary schools, including:

- Provision for children in the reception programme through the delivery of the Cayman Islands Early Years Curriculum Framework (CIEYCF)
- 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of students for whom reception programmes and primary school service is provided	2,500 3,000	2,694
• Number of schools	10	10
• Number of instructional days for students	185	185
• 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%
• Overall student/teacher ratio is less than 15.0 : 1(Students per total teaching staff within the primary schools)	95 - 100%	100%
• Overall student/teacher ratio is less than or equal to 12.0 : 1(Students per total teaching staff within the reception programme)	100%	100%
• Reception programmes delivered within CIEYCF	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		
• Reception programmes and Primary education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar	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	**$20,302,643**	**$20,441,327**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises ABS Outputs: DES 1

Note: The total cost of this output group is $20,409,533. However, the revenue of $106,890 from third parties reduces the cost to Cabinet to $20,302,643.

EGA 6	Secondary Education Services	$24,976,896

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 component, to offer guidance and monitoring of students who attend off-site educational programmes for Year 12 credit (e.g. UCCI, A Levels)

MEASURES	2015/16 Budget	2014/15 Forecast
QUANTITY		
• Number of students for whom secondary school service is provided	2,000-2,300	2,015
• Number of secondary high schools	3	3
• Number of instructional days for students	185	185
• Number of national curriculum subjects taught in Key Stage 3	11	11
• Number of core subjects taught at Key Stage 4	6	6
• Number of optional subjects offered	15-27	19
• Number of vocational, career and technical subjects offered	10-14	12
• Number of students placed on work experience/community services placements	250-300	270
• Number of students provided services through the advanced Dual-Entry programme	90-120	107
• Number of student places available in career and technical programmes components	300	272
• Number of students counselled through the Careers Advisory Service	350-400	370
• Number of instructional days for students	185	185
QUALITY		
• Lessons, programmes, assessments and preparation of student reports by staff with appropriate training and qualifications	95%	100%
• National curriculum tests externally written, with extensive pre-testing	100%	100%
• Overall student/teacher ratio (Students per total teaching staff within the high school) 10-13:1	100%	100%
• Career and technical programmes accredited through external qualification schemes	100%	100%
TIMELINESS		
• Secondary education and Further Education Programmes to be delivered over academic year from September through June	90 - 100%	100%
• Standardised and national curriculum tests administered in last school term	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$24,976,896**	**$23,577,548**

RELATED BROAD OUTCOMES: A Centre of Excellence in Education

This Group Comprises ABS Outputs: DES 2 and DES 11

Note: The total cost of this output group is $25,146,426. However, the revenue of $169,530 from third parties reduces the cost to Cabinet to $24,976,896.

EGA 7	**Education Services for Students with Special Needs**	**$7,757,553**

DESCRIPTION

Provision of educational and developmental services to students with disabilities within the 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, music therapy, etc.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of students for whom services are provided at LHS	100-110	105
• Number of students participating in mainstream inclusion programme LHS	6-10	6
• Number of specialized programmes provided LHS	3	3
• Number of in-school suspension units	4	4
• Number of secondary students participating in the Secondary Therapeutic Behaviour Services Programme	8-10	9
• Students served in occupational therapy sessions	120-130	125
• Students served in speech and language therapy sessions	270-300	270
• Students served individually in counselling sessions	1200-1600	1700
• Number of children served through the Early Intervention Programme	125-175	160
QUALITY		
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications	95 - 100%	100%
• Lessons and services provided by teachers with appropriate training and qualifications	100%	100%
• All students in Primary Therapeutic Behaviour Services	100%	100%
• Programme with Individual Educational Plans (IEPs)/Individual Behavioural Plans (IBPs)	95 - 100%	100%
• All students in Secondary Therapeutic Behaviour Services	100%	100%
• Programme with Individual Educational Plans (IEPs)/Individual Behavioural Plans (IBPs)	100%	100%
• Assessments, interventions, early intervention assessments and school inclusion services to be provided by appropriately trained, experienced and qualified individuals	95 - 100%	100%

TIMELINESS		
• All education programmes to be delivered over academic year from September through June	100%	100%
• Psychological, speech and language, occupational therapy assessments provided within 60 days of approved request	90 - 100%	90 - 100%
• Early childhood assessment and interventions conducted in line with SEN Code of Practice	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$7,757,553**	**$6,699,910**
RELATED BROAD OUTCOMES: A Centre of Excellence in Education		
This Group Comprises ABS Outputs: DES 3, DES 4, DES 5		

Note: The total cost of this output group is $7,774,563. However, the revenue of $17,010 from third parties reduces the cost to Cabinet to $7,757,553

EGA 8	**Facilities Maintenance and Procurement Management**	**$7,910,035**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of educational sites for which procurement service provided	20	20
• Number of consolidated capital orders processed	5-10	10
• Number of consolidated overseas recurrent orders processed	5-10	8
• Number of janitorial contracts administered	12-17	13
• Number of transportation contracts administered	12-17	11
• Number of canteen contracts managed	12-17	7
• Number of tender processes managed	9-12	18
• Number of security contracts administered	12-17	8-10
• Number of facilities maintained	18	18
• Number of maintenance plans developed	16-20	20
• Number of facilities contracts managed	45-50	45
QUALITY		
• Procurement processes managed by appropriately qualified and experienced individuals	100%	100%
• Tendering processes administered in line with CTC Regulations	100%	100%
• Contracts awarded in line with tender specifications and any relevant legal requirements	100%	100%
• Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel	95 - 100%	100%
• All plant and equipment to be serviced and maintained by qualified technicians	100%	100%
• Maintenance services to be delivered in accordance with maintenance plans	95 - 100%	100%
• Maintenance plans to reflect specific needs and key data for individual schools	100%	100%

TIMELINESS		
• Consolidated capital and overseas recurrent orders processed within 60 days of confirmation	90 -100%	90 -100%
• Contracts tendered by May 2016	90 -100%	90 -100%
• Prescribed transport routes serviced daily and on time	90 -100%	90 -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 October	100%	100%
• Facility maintenance plans to be developed by November	90 -100%	90 -100%
• New contract documentation to be prepared 30 days prior to expiration		
LOCATION		
• Cayman Islands	100%	100%
COST	**$7,910,035**	**$7,249,526**
RELATED BROAD OUTCOME: A Centre of Excellence in Education		
This Group Comprises ABS Outputs: DES 6, DES 10		

EGA 9	**Training and Support for Adults with Disabilities**	**$1,411,352**

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
- Daily Life Skills Training and Development Programme
- Functional Academics
- Occupational Therapy Services
- Supported Workshops
- Vocational Training, Placement and Support

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of full-time Clients registered in the Centre Day Programmes	45-50	49
• Number of programme days for Clients	205	204
• Number of Specialized programmes provided	3	3
• Number of Employed Clients enrolled in Vocational Programme	18-25	19
QUALITY		
• All training will be facilitated and supervised by qualified staff	100%	100%
• All formal evaluations and assessments will be done by qualified staff	100%	100%
• Vocational training, placement, and support needs determined by assessment	100%	100%
TIMELINESS		
• All programmes to be delivered over the Training Year from Sept. – July	100%	100%
• Programme delivery will be Monday through Friday from 8:30a.m. to 2:30p.m.	100%	100%
LOCATION		
• Sunrise Centre and Community locations in Grand Cayman	100%	100%
COST	**$1,411,352**	**$1,292,617**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises ABS Outputs: SRC 7

EGA 10	**Education Evaluation and Support Services**	**$4,852,485**

DESCRIPTION

- Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education, Employment and 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Online portals and websites supported	10-12	10
• Number of laptop, desktop and tablet computers maintained	3,000-3,200	2,965
• Support visits to ECCE settings	125-155	100
• ECCE centres supported through re-registration using the registration process and criteria from the Education Council Guidelines	35-45	37
• Updated inspection handbook (EQAU)	1	N/A
• Number of School Improvement Plans (SIPs) advised, monitored and reported on	15	15
• Number of Structured Support Plans developed and implemented	2-4	2
• Number of statistical reports on external exam results	1	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	100%	100%
• Laptop and Desktop PC's to be maintained with approved hardware peripherals and consistent software updates	85 - 95%	95%
• Visits conducted and documented by appropriately qualified and experienced personnel	100%	100%
• Existing centres are supported through the re-registration process using the Education Council Guidelines with collaboration with other agencies and appropriately qualified and experienced personnel	100%	100%
• All inspections to be conducted in accordance with standards and criteria established in the "Handbook for Inspections and Self- Evaluation"	100%	N/A
• School Improvement services delivered by professionals with appropriate qualifications, training and experience	100%	100%
• Structured support plans to be developed in consultation with key stakeholders	100%	100%
• Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	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%	100%
• School Improvement Plans submitted by 31 October 2015	90 -100%	100%
• All School Support Plans to be delivered over academic year from September through June	95 -100%	100%
• Statistical report on external examinations by 30 September 2015	95 -100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$4,852,485**	**$4,264,555**
RELATED BROAD OUTCOME: A Centre of Excellence in Education		
This Group Comprises ABS Outputs: MEG 6, MEG 7, MEG 8, DES 12		

Note: The total cost of this output group is $4,859,055. However, the revenue of $6,570 from third parties reduces the cost to Cabinet to $4,852,485.

OUTPUT SUPPLIER: UNIVERSITY COLLEGE OF THE CAYMAN ISLANDS

CCO 1	**Teaching of Tertiary Level, Professional and Vocational Programmes**	**$4,086,205**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of professional programmes	5	5
• Number of academic programmes	14	14
• Number of adult/continuing classes	40	40
• Number of vocational programmes	8	8
• Number of baccalaureate/post graduate courses offered	17	17
• Number of Adult/Continuing Education student enrollment in Cayman Brac over three semesters	120-135	130
QUALITY		
• Courses are taught by professionally qualified instructors in relevant fields	100%	100%
• Courses satisfy the standards required by overseas universities for acceptance of students and their credits.	100%	100%
• Staff are qualified to deliver course content	100%	100%
• Courses meets International Standards	100%	100%
TIMELINESS		
• Courses offered over appropriate time frame for curriculum covered	100%	100%
LOCATION		
• Grand Cayman and Cayman Brac	100%	100%
COST	**$4,086,205**	**$4,073,205**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Outputs: COL 1, COL 2, COL 3, COL 4, COL 5, COL 6

OUTPUT SUPPLIER: CAYMAN ISLANDS DEVELOPMENT BANK

CDB 1	**Disbursement of Government Scholarship Funding**	**$42,951**
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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of payments to facilitate Education Council scholarship programme (inclusive of local and overseas and direct institutions)	400 -525	400 -525
• Number of payments to facilitate Young Nations Builders Programme	50 – 100	150 – 200
• Number of performance reports	10 -12	10 -12
QUALITY		
• Ensure that YNBP and Education Council scholarships payments are administered in accordance with agreed arrangements as submitted from time to time by the Ministry of Education	100%	100%
• Submit required performance reports with accuracy and relevance of reports as agreed with the Ministry of Education	100%	100%
TIMELINESS		
• Administer all scholarships in a timely manner to ensure that recipients are in receipt of funds as requested and submitted by the Ministry of Education to CIDB	100%	100%
• Maximum time of 7 working days between end of month and submission of reports	100%	100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$42,951**	**$48,451**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This 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 The funds allocated are to be used exclusively for items related to teaching and learning including: student support services; educational supplies; faculty fees; tutors; learning labs.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Master's Level Degree Programs Offered		2	2
• Bachelor's Level Degree Programs Offered		4	4
• Associate's Level Degree Programs Offered		3	3
QUALITY			
• Faculty holds a minimum of a Bachelor's degree with appropriate professional experience, professional designation / certification or Master's degree		100%	100%
• Programs taught in accordance with international tertiary educational standards based on an American curriculum.		100%	100%
• 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%
TIMELINESS			
• Fall, Winter, Spring and Summer quarters		100%	100%
LOCATION			
• ICCI Campus, Grand Cayman		100%	100%
COST		**$90,000**	**$90,000**
RELATED BROAD OUTCOME: A Centre of Excellence in Education			
This Group Comprises Purchase Agreement Outputs: ICC 1			

OUTPUT SUPPLIER: THE NATIONAL COUNCIL OF VOLUNTARY ORGANISATIONS (NCVO)

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Provision of Early Childhood services	1	1
QUALITY		
• NCVO to deliver services in compliance with Education Council Guidelines for Early Childhood Centres to the standard with which to receive re-registration on an annual basis and Education Centres (2013)	100%	100%
TIMELINESS		
• Quarterly reports to be submitted to the Ministry of Education, Employment and Gender Affairs demonstrating compliance with Education Council Guidelines for Early Childhood Care and Education Centres	100%	100%
LOCATION		
• NCVO, Richard Arch Children's Centre, Anthony Dr, George Town - Grand Cayman	100%	100%
COST	**$54,000**	**$54,000**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Outputs: NCV 1

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of private schools	11	11
• Number of students taught age 4.9 to 16 as of Sept. 1 (that are not enrolled in an 'A' Level programme)	2,600 – 2,800	2,600 – 2,800
QUALITY		
• All schools agree to submit the required documentation detailed below to verify compliance with required standards, on an annual basis	100%	100%
• Funds to be released following receipt of required documents	100%	100%
• All schools agree to be subject to external school inspections by the Ministry	100%	100%
• 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%
• Private school staff is required to undertake the Darkness to Light or a pre-approved alternative child protection/ prevention training	100%	100%
TIMELINESS		
• Required documentation to be submitted by October 31, 2015	100%	100%
• School inspections to be conducted as scheduled by the Ministry	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: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Outputs: PSA 1

OUTPUT SUPPLIER: THE WELLNESS CENTRE

NGS 76	**Autism Diagnostics and Sexual Recovery (STAR) 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of direct clinical hours delivered to child or parents/guardians within a school, clinic or community setting	90-110	92
• Number of Indirect hours, including coordination of care within a multidisciplinary team, consisting of school counsellors, teachers, DCFS and RCIPS	40-57	56
• Number of 2-Day ABA Training Workshops to be delivered	2	2
• Total Number of teachers/SEN professionals to be trained	24-30	35
• Number of Training Effectiveness Summaries	2	2
QUALITY		
• Services to be provided based on referrals from Child Psychologist – Department of Psychiatry and Behavioural Health Services, Cayman Islands Health Services Authority	100%	100%
• Trauma Symptom Checklist-40 (Briere, 1989) or an equivalent assessment will be utilized	100%	100%
• Therapeutic services will be delivered by a trained therapist registered with CPAM	100%	100%
• Training material developed and delivered by a Board Certified Behavior Analyst (BCBC) and Certified Teacher of Special Needs	100%	100%
• Training effectiveness evaluation forms will be completed by all participants	100%	100%
TIMELINESS		
• Initial intake screening to be scheduled within 48 hours of referral.	100%	100%
• Interim Summary Report to be provided by February 2016	100%	100%
• Summary programme report to be provided by June 30, 2016	100%	100%
• Training workshops delivered September 2015 – June 2016.	100%	100%
• Summary evaluation reports will be submitted within 7 working days after training has been completed.	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$28,825**	**$28,825**

RELATED BROAD OUTCOME: A Centre of Excellence in Education

This Group Comprises Purchase Agreement Outputs: TWC 3, TWC 5

OUTPUT SUPPLIER: CAYMAN ISLANDS PROTECTIVE SERVICES

NGS 79	**K-9 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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number hours service provided per week		26	26
• Number of trained/certified K-9 and handlers		1	1
• Number of schools visited by K-9 unit as part of Drugs Education Programme		10 - 12	10
QUALITY			
• K-9 security services to be provided by a trained/certified K-9 and handler		100%	100%
• Community Police Officer accompanies company personnel in the performance of services		100%	100%
TIMELINESS			
• K-9 security services to be delivered over academic year from September through June		100%	100%
• Activity reports filed with Ministry liaison on a monthly basis		100%	100%
• Final Annual Report of programme outcomes to Ministry by June 30, 2016		100%	100%
LOCATION			
• Grand Cayman		100%	100%
COST		**$31,500**	**$31,500**
RELATED BROAD OUTCOME: A Centre of Excellence in Education			
This Group Comprises Purchase Agreement Outputs: KSS 1			

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**		**$790,256**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of hours of policy advice provided		2,800 – 3,500	1,800 – 2,200
• Number of reports		13 - 15	13 - 15
QUALITY			
• Policy advice reviewed by Chief Officer prior to submission		95 - 100%	95 - 100%
• 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%
TIMELINESS			
• All advice submitted in accordance with schedules as agreed by the Head of the Civil Service		95 - 100%	100%
• Annual service-wide personnel statistical reports: August 2015		95 - 100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$790,256**	**$572,604**
RELATED BROAD OUTCOMES: A Work-Ready and Globally Competitive Workforce A More Efficient, Accessible And Affordable Public Service A Culture Of Good Governance; Sustainable Development In Cayman Brac And Little Cayman With Sensitivity To The Islands' Unique Characteristics			
This Group Comprises ABS Outputs: PCS 1, PCS 2			

CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies		$955,090
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of Human Resource audits		45-50	45-50
• Number of internal financial audits		16-20	9
QUALITY			
• Audits conducted in accordance with established methodology and policies		90 - 100%	90 - 100%
TIMELINESS			
• Audits will be completed within agreed timeframes		90 - 100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$955,090**	**$906,853**
RELATED BROAD OUTCOME: A Culture of Good Governance			
This Group Comprises ABS Outputs: PCS 4, IAU 3			

CIV 3	**Management of Public Sector Reform**	**$673,578**

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 Operation of the Strategic Reform Implementation Unit to provide programme management services to the Deputy Governor, to oversee, facilitate, guide and monitor the implementation process for the Project Future programme of public service reform projects.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Hours spent on the management of reforms	900 - 1,100	500 - 600
• Number of hours of advice and support provided	1,900 - 2,100	1,000 - 1,200
• Number of hours monitoring and supporting Project Future reforms	1,000-1,200	N/A
• Number of policy papers or reports to Deputy Governor	1-3	N/A
Number of Steering Committee meetings supported	5-8	N/A
QUALITY		
• Facilitation of reforms provided by qualified Management Support Unit personnel	100%	100%
• 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%
• Monitoring and supporting provided by qualified SRIU personnel	100%	N/A
• All policy advice approved by Chief Advisor prior to submission to Deputy Governor	100%	100%
• Programme reports and documents approved by PFSC prior to onward distribution	100%	100%
TIMELINESS		
• Delivery of reform activities in line with timelines agreed with Deputy Governor	95-100%	95-100%
• Advice provided in accordance with a schedule agreed with the relevant client	100%	100%
• Delivery of Project Future reform activities in line with timelines agreed with Deputy Governor	100%	100%
• Policy Documents submitted on or before agreed deadlines	100%	100%
• Steering Committee meetings supported as scheduled	100%	100%
LOCATION		
• Grand Cayman and Cayman Brac	100%	100%
COST	**$673,578**	**$221,153**

RELATED BROAD OUTCOME:
A Culture of Good Governance

This Group Comprises ABS Outputs: PCS 5, PCS 7, SRI 1

CIV 7	**Civil Service College**		**$551,549**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
- Number of accredited courses delivered		40-60	40-60
- Number of professional groupings supported		3-6	3-6
- Number of frameworks		2-3	2-3
- Special courses		20-30	20-30
QUALITY			
- Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate		90 - 100%	90 - 100%
- Framework to be approved by Chief Officer prior to distribution		100%	100%
- Delivered by qualified staff based on Director of CSC approval		100%	100%
TIMELINESS			
- Accredited courses delivered in line with agreed schedule		90 - 100%	90 - 100%
- Special courses as demanded		90 - 100%	90 - 100%
- Professional grouping strategies and programmes delivered		90 - 100%	90 - 100%
LOCATION			
- Cayman Islands and Overseas		100%	100%
COST		**$551, 549**	**$499,644**
RELATED BROAD OUTCOMES: A Centre of Excellence of Education A More Efficient, Accessible and Affordable Public Service			
This Group Comprises ABS Outputs: PCS 15			

CIV 8	**Human Resources and Accounting Services**	**$963,171**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours of recruitment services	600-800	600-800
• Number of Job Descriptions evaluated	200-210	200-210
• Number of agencies provided with advice, support and guidance	80-90	80-90
• Number of agencies records maintained	80-90	80-90
• Number of hours of support on accounting activities	1,400-1,600	1,400-1,600
QUALITY		
• Services to be provided by qualified Human Resource Professionals	100%	100%
• Job evaluation process conducted in compliance with HAY standards.	100%	100%
• Advice and guidance to be based on best Human Resource practice and compliant with the Public Service Management Law and the Personnel Regulations	90-100%	90-100%
• Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirements	90-100%	90-100%
• Accounts approved by Chief Financial Officer or Deputy Chief Financial Officer	90-100%	90-100%
TIMELINESS		
• Work output and turn-around times to be as specified in our publications or as agreed with clients	100%	100%
• Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards	90 - 100%	90 - 100%
• Information from a current employee's file to be retrieved within three working days of request	90-100%	90-100%
• As required by Cabinet Office	90-100%	90-100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$963,171**	**$815,401**

RELATED BROAD OUTCOME:
A More Efficient, Accessible and Affordable Public Service

This Group Comprises ABS Outputs: PCS 12, PCS 14, PCS 19

CIV 10	**Servicing of the Legislative Assembly and Members of the Legislative Assembly**	**$1,067,439**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of laws sold	600-800	600-700
• Number of sitting days	30-40	25-35
• Number of hours spent on administrative support and research	2000-2500	2,400-2,600
• Number of working days that the Legislative Building is operative	235-250	240-242
QUALITY		
• Laws provided are the current revision or amendment	99 – 100%	99 – 100%
• Papers, agendas and minutes are accurate and reflect decisions	75 – 95%	75 – 95%
• Advice provided by suitably qualified personnel	100%	100%
• Building and equipment managed by qualified staff; Security provided by trained security staff	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	85 - 95%	85 - 95%
• Documents prepared timely for House sittings	100%	100%
• Advice and information research provided within three days of request	75 - 95%	75 - 95%
• Legislative Assembly Building facilities are operative every working day	90-100%	90-100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$1,067,439**	**$1,067,474**

RELATED BROAD OUTCOMES:
A More Efficient, Accessible And Affordable Public Service
A Culture Of Good Governance

This Group Comprises ABS Outputs: LGL 1, LGL 2, LGL 3, LGL 4

CIV 11	**Servicing and Support for Her Excellency the Governor**		**$680,246**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of days of upkeep of Governor's house and grounds		365	365
• Number of invitations prepared and issued		6,000-8,500	6,000-8,500
• Number of FCO staff members supported		3	3
QUALITY			
• Upkeep of grounds and house are done in compliance with request as set by Her Excellency		95-100%	95-100%
• Refer to checklist and verified by the Social Secretary ensuring all details are accurate for an event His Excellency is attending		98-100%	98-100%
• All administrative and accommodations expenses are contracted at the most efficient and economic price		98-100%	98-100%
TIMELINESS			
• Maintenance of house and grounds – items resolved within 1-3 weeks		95-100%	95-100%
• Invitations to be distributed three weeks prior to function date		98-100%	98-100%
• Support and accommodations are provided year-round		98-100%	98-100%
LOCATION			
• Grand Cayman		100%	100%
COST		**$680,246**	**$671,840**
RELATED BROAD OUTCOMES: Modern, Smart Infrastructure			
This Group Comprises ABS Outputs: GOV 1, GOV 2			

CIV 12	**Preservation and Management of Records**		**$1,071,757**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of government records conserved		4-6	8-10
• Number of government file requests processed		600-610	3,500-4,500
• Number of research inquiries answered		300-310	300-310
QUALITY			
• Conservation treatment conducted within 5 business days or based upon complexity of request by client		100%	100%
• 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		100%	100%
• Research advice provided by qualified archivists		100%	100%
TIMELINESS			
• Conservation treatment conducted within 5 business days or based upon complexity of request by client		100%	100%
• File requests processed, Monday – Friday, 8:30a.m-5:00p.m.		100%	100%
• Research advice produced within 5 working days or as agreed with client		100%	100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$1,071,757**	**$1,131,792**
RELATED BROAD OUTCOMES: A More Efficient, Accessible and Affordable Public Service Modern, Smart Infrastructure			
This Group Comprises ABS Outputs: CNA 24, CNA 25, CNA 26			

CIV 13	**Maintenance of the Electoral Register**		**$412,248**
DESCRIPTION - Maintenance of the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters			
MEASURES		**2015/16 Budget**	**2014/15 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		**$412,248**	**$421,784**
RELATED BROAD OUTCOMES: A Culture of Good Governance Modern, Smart Infrastructure			
This Group Comprises ABS Outputs: ELO 1			

CIV 14	**Support for Commissions**	**$859,362**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Commissions supported	7	6
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	**$859,362**	**$755,243**

RELATED BROAD OUTCOMES:
A More Secure Community
A culture of good governance
Equity and Justice in a Society that Values the Contributions of all

This Group Comprises ABS Outputs: COS 1, COS 2, COS 3

CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor		$216,137
DESCRIPTION • Policy advice to the Deputy Governor on public administration and other matters • Processing applications for British Overseas Territories Citizenship and Registration 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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of hours spent on providing policy advice		1,600 – 2,000	1,600 – 2,000
• Applications for British Overseas Territories Citizenship and registrations as British Citizens		850 – 1,150	850 – 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		90%	100%
TIMELINESS			
• All advice is provided in a timely manner to the Deputy Governor		90 - 100%	90 - 100%
• All services provided within one day to four weeks		90 - 100%	90 - 100%
• All interviews, reports and applications completed within timelines set by the Office of the Deputy Governor		90 - 100%	90 - 100%
• All services provided within one day to four weeks		90 - 100%	90 - 100%
• Arrangements completed in time for each visit or event		90 - 100%	90 - 100%
LOCATION			
• Cayman Islands		100%	100%
COST		**$216,137**	**$281,199**
RELATED BROAD OUTCOMES: A Culture of Good Governance A Work-Ready and Globally Competitive Workforce			
This Group Comprises ABS Outputs: DGO 1			

CIN 2	Health Insurance for Civil Service Pensioners		$21,350,990
DESCRIPTION Provision of Health Insurance for Civil Servant Pensioners and their Dependents.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
- Total number of insured persons		2,052-2,134	2,052-2,134
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%	100%
LOCATION			
- Cayman Islands		100%	100%
COST		**$21,350,990**	**$19,578,771**
RELATED BROAD OUTCOMES: A Fit and Healthy Population			
This Group Comprises Purchase Agreement Outputs: CIN 2			

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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Counseling sessions provided		450-550	450-550
• Managers/employees trained		300-400	300-400
QUALITY			
• Managers/employees rating training effective. Copies of quality assurance survey summaries of all trainings to be provided		98 - 100%	98 - 100%
TIMELINESS			
• Counseling commenced within four working days of request		100%	100%
• Training provided in accordance with timetable agreed with Training Service Manager		100%	100%
LOCATION			
• Grand Cayman and Cayman Brac		100%	100%
COST		**$126,000**	**$126,000**
RELATED BROAD OUTCOME: A Fit and Healthy Population			
This Group Comprises ABS Outputs: 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**		**$1,936,837**
DESCRIPTION Provision of legal advice on civil matters to Government Ministries and Portfolios.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
- Number of hours of advice and representation		10,000 – 10,500	10,000 – 10,500
QUALITY			
- Advice and representation provided by qualified Crown Counsel and Attorneys		100%	100%
TIMELINESS			
- Work and other services provided on an ongoing basis and in a timely manner		100%	100%
LOCATION			
- Grand Cayman		100%	100%
COST		**$1,936,837**	**$1,957,701**
RELATED BROAD OUTCOME: A More Secure Community			
This Group Comprises ABS Output: PLG 16			

LGA 3	**Law Teaching and Publications**	**$1,306,372**

DESCRIPTION

Provision of law teaching relating to:

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

Publication of:

Legal research in various local, regional and international law journals

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of students		
• PPC Completion Certificate	6-8	15
• Full –Time LLB degree	45-55	60
• Part-Time LLB degree	25-30	31
• Individual courses	2	2
• PPC Completion Certificate		
• Courses provided within academic year	8	8
• Hours of classroom lecturing per academic year	200	200
• LLB (Hons)		
• Modules taught over three academic years	19	19
• Hours of classroom teaching per module	50	50
• Hours of classroom lecturing per academic year	950	950
• Number of publications	2-4	4
QUALITY		
PPC Completion Certificate		
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by Legal .Advisory Council	100%	100%
• Peer review of assessment criteria (setting of examinations) by External examiners	100%	100%
• Peer review of internal assessment of coursework by external examiners.	100%	100%
LLB Degree		
• Percentage of courses taught by lecturers qualified to teach in the field.	100%	100%
• Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100%	100%
• Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University	100%	100%
• Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University	100%	100%
Publications		
• Meet standards required for publication	100%	100%

TIMELINESS		
• Courses offered during each academic year	100%	100%
• Research papers are completed on an ongoing basis throughout the calendar year	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$1,306,372**	**$944,640**
RELATED BROAD OUTCOMES: A Centre of Excellence in Education		
This Group Comprises ABS Outputs: PLG 26		

LGA 4	**Drafting of Legislation**	**$971,068**

DESCRIPTION

- Drafting of legislation and regulations for the Government
- Preparation of Law revisions

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of legislative proposals received by the Legislative Drafting Department	230 - 259	208
• Law revisions	25 – 30	25
QUALITY		
• Percentage of legislative proposals that were implemented by the drafting of Bills, regulations, orders and notices	100%	100%
• Work undertaken by qualified and experienced legal drafters	100%	100%
• Law revisions accurately reflect amendment Laws	100%	100%
TIMELINESS		
• Percentage of Bills, regulations, orders and notices in respect of which drafting instructions were received by the Legislative Drafting Department and which were drafted.	100%	100%
• Percentage of Law Revisions prepared	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$971,068**	**$781,712**

RELATED BROAD OUTCOMES: A More Secure Community

This Group Comprises ABS Outputs: PLG 2

LGA 5	**Policy Advice to the Attorney General**	**$1,040,926**

DESCRIPTION

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

Provision of AML/CFT Policy Advice to the Attorney General

- Oversee and coordinate the development of integrated policies and their implementation through the Anti-Money Laundering Steering Group (AMLSG)
- Provide the Cayman Islands' responses to international AML/CFT developments for approval by the AMLSG
- Provide advice and guidance to the Attorney General, AMLSG, and Cabinet on issues relating to AML/CFT policy

Prepare initial drafts of Cabinet Papers and Notes for the Attorney General's review.

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours providing secretarial and administrative support and policy advice	7,500-9,000	7,500-9,000
• ML/TF National Risk Assessment (NRA) Report	1	N/A
• ML/TF NRA Action Plan	1	N/A
• Cabinet Paper to update AML/CFT laws and enforceable means	1	N/A
QUALITY		
• A advice provided by competent experienced lawyers and other professionals	100%	100%
• Work undertaken by qualified personnel	100%	100%
• Work Bank NRA Methodology and approved by AMLSG and Cabinet, minimal changes	100%	100%
• Work Bank NRA Methodology and approved by AMLSG and Cabinet, minimal changes	100%	100%
• Approved by Cabinet, minimal changes	100%	100%
TIMELINESS		
• Work and other services provided on an ongoing basis and in a timely manner	100%	100%
• Report completed by the end of the financial year	100%	100%
• Report completed by the end of the financial year	100%	100%
• Cabinet paper completed by December 2015	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$1,040,926**	**$1,028,885**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS Output: PLG 20

LGA 6	**Financial Intelligence Services**	**$772,112**

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; and
- Representation of the Cayman Islands in the Egmont Group, CFATF and other international forums

MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Total number of cases (SARs' and Overseas Requests) received	390 – 430	430
• Annual Report produced as per the Proceeds of Criminal Conduct Law (PCCL)	1	1
• Number of days spent on representation activities	20 - 25	25
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)	100%	100%
• Dealings with local authorities and overseas counterparts (including in Egmont Group context) conducted in accordance with the PCCL and operating policies	100%	100%
• Annual Report approved by the AMLSG	100%	100%
TIMELINESS		
• Cases entered into database and acknowledged within four days	90%	100%
• Cases analysed within 18 days of receipt	90%	100%
• Cases reviewed and closed by Director within 90 days of receipt	90%	100%
• Respond to requests from overseas counterparts within 1 month	90%	100%
• Turnaround time on financial intelligence to local authorities one week of Director's approval being given	90%	100%
• Annual Report produced on or before the 30th September as per the Proceeds of Crime Law (PoCL)	100%	100%
LOCATION		
• Grand Cayman	100%	100%
COST	**$772,112**	**$705,568**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS Output: PLG 21

LGA 7	Review and Modernization of Laws	$389,127

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	2015/16 Budget	2014/15 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	**$389,127**	**$425,505**

RELATED BROAD OUTCOME: A More Secure Community

This Group Comprises ABS Output: PLG 24

20. OUTPUT GROUPS TO BE PURCHASED BY THE 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**		**$3,031,059**
DESCRIPTION Provision of prosecution services relating to criminal matters.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of cases for which legal rulings provided		1,800 – 2,000	1,856
• Number of cases prosecuted		1,800 – 2,000	2,437
• Number of request of assistance from Authority		20 - 30	22
QUALITY			
• Availability of qualified Crown Counsel		100%	100%
• Percentage of indictments that were drafted correctly and did not required revision		100%	100%
• Percentage of indictments that were successfully lodged		100%	100%
• Percentage of times that disclosures provided to the defence was satisfactory to the expectations of the end-user		100%	100%
• Qualified Attorneys to provide requested assistance		95%	95%
TIMELINESS			
• Percentage of rulings within specified time		100%	100%
• Percentage of advice given within specified time		98%	98%
• Percentage of indictments drafted within period prescribed by Grand Court practice direction one working day		100%	100%
• Percentage of prosecution undertaken within a given period or as required		100%	100%
• Percentage of disclosure provided within reasonable time to assist the defense in their preparation prior to trial/hearing		95%	95%
• Percentage of Preliminary Bundles prepared within time specified the court		100%	100%
• Percentage of times hearings are accomplished within time set for such hearings		95%	95%
• Assistance given within required time line		100%	100%
LOCATION			
• Grand Cayman		100%	100%
COST		**$3,031,059**	**$2,920,086**
RELATED BROAD OUTCOME: Equity and Justice in a Society that Values the Contributions for All			
This Group Comprises ABS outputs: DPP 1, DPP 2			

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

OUTPUT SUPPLIER: JUDICIAL ADMINISTRATION

JAD 1	**Administrative Support to the Judiciary**		**$1,324,094**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of judgments prepared		100-150	120
• Number of statistical reports		1	1
• Number of transcripts for appeals		75-100	90
• Number of Law Reports in library		4,000-4,500	4,000
QUALITY			
• Judgments prepared accurately in accordance with the Judge's and Magistrates drafts and directions		100%	100%
• Statistical reports are accurate and subject to peer review		100%	100%
• Transcripts of trials and Hearings prepared accurately and based on Judges/Magistrates directions		100%	100%
• Order Law Reports, catalogue material and track books borrowed from Library		100%	100%
TIMELINESS			
• Judgments are prepared in accordance with Judges request		100%	100%
• Statistic report available by January 1st annually		100%	100%
• Transcripts are prepared within 2-4 weeks of appeals being lodged		100%	100%
• Library opens 9am - 4:30pm on Monday - Friday		100%	100%
LOCATION			
• Courts Office, Grand Cayman		100%	100%
COST		**$1,324,094**	**$1,155,289**
RELATED BROAD OUTCOME: Equity and Justice in a Society that Values the Contribution for All			
This Group Comprises ABS output: JUD 1			

JAD 2	**Support of Court Proceedings**		**$3,788,096**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Legal Aid Certificates Issued		750-1,000	750
• Legal Aid Taxation Certificates Issued		1,100-1,400	1,250
• Number of files prepared		1,400-1,600	1,500
• Number of Gazette Notices prepared		50-70	50
• Number of Civil appeals prepared		25-50	30
• Number of Grand Court cases prepared		800-1,000	900
• Number of Court documents served		170-200	170-200
• Number of Maintenance Summonses prepared		800-1,000	900
• Number of Civil cases processed including summary court		350-500	470
• Number of Divorce cases processed		200-250	220
• Number of Probate and Administration processed		100-175	135
• Number of Financial Service Division cases processed		150-200	160
• Number of charges prepared		6,000-9,000	7,500
• Number of bundles prepared		25-50	25-50
• Number of inquests held		40-75	55
• Number of indictments processed		75-125	110
• Number of Criminal Appeals Prepared		50-75	60
• Number of Youth Court cases processed		75-125	100
• Number of Jurors Summoned		600-800	700
• Number of DRC applications processed		30-60	40
• Number of DRC Provisional Orders made		25-50	30
• Number of DRC Prescribed Treatment Programme Orders Made		15-40	25
• Number of DRC graduates		20-30	10
• Number of U/A's		500-1,000	700
• Number of DRC Team meeting		10-15	15

QUALITY		
• Certificates issued and signed by authorized Legal Aid officer in accordance with Legal Aid Law	100%	100%
• Court room personnel to be prepared and in attendance before the start of court each day	90%	90%
• Appeal bundles prepared in accordance with the relevant Law	100%	100%
• Court documents: to be served and executed in accordance with the rules of the relevant court and convention	100%	100%
• Administration of the Maintenance and Affiliation Law (child and spouse support) summonses prepared accurately and in accordance with the relevant laws and procedures	100%	100%
• Charges and summonses signed in accordance with the Criminal Procedure Code	100%	100%
• Applications processed in accordance with the Drug Rehabilitation Court Law for consideration by the DRC Team	80%	80%
TIMELINESS		
• Legal Aid notification certificate issued and sent out with-in 5 working days	100%	80%
• Files delivered to courtroom at least ½ hour before court sitting	100%	100%
• Files prepared within 2-5 working days based on urgency	100%	100%
• Bundles prepared before the relevant court session	100%	100%
• Court documents served within 14 days	100%	100%
• Summonses for child & spousal support issued within 1week	100%	100%
• Charges and Summonses filed within 1-5 working days based on urgency	100%	100%
• Applications processed within 14 days	80%	100%
LOCATION		
• Kirk House, Grand Cayman and Government Administration Cayman Brac	100%	100%
COST	**$3,788,096**	**$3,645,030**
RELATED BROAD OUTCOME: Equity and Justice in a Society that Values the Contribution for All		
This Group Comprises ABS output: JUD 7, JUD 15, JUD 16, JUD 17		

JAD 3	**Collection of Revenue**		**$569,525**
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		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Number of Receipts issued		12,000 – 18,000	15,000
QUALITY			
• Amount receipted equates to funds received		100%	100%
• Judicial Financial Stamp applied to original receipt		100%	100%
• Funds received in JEMS posted to IRIS		100%	95%
TIMELINESS			
• Money received deposited to the bank within one working day		100%	100%
• Money posted from JEMS to IRIS by the end of the current month		100%	100%
LOCATION			
• Kirk House, Grand Cayman, Government Administration, Cayman Brac		100%	100%
COST		**$569,525**	**$465,612**
RELATED BROAD OUTCOME: Equity and Justice in a Society that Values the Contribution for All			
This Group Comprises ABS output: JUD 2			

JAD 4	**Financial Management of court Funds**	**$264,279**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Receipts Issued	9,000 – 10,000	9,000
• Number of Payments Issued	10,000 – 11,000	10,000
• Financial Statement Issued	1	1
• Number of nominated accounts	75 – 100	100
• Number of General accounts	1,500 – 1,750	1,500
QUALITY		
• Amount receipted equates to funds received	100%	100%
• Amount paid equated amount receipted	100%	90%
• Judicial Financial Stamp applied to original receipt	100%	100%
• All monies collected recorded accurately and in accordance with Public Management and Finance Law (2013 Revision) and Direction of the Financial Secretary	100%	100%
TIMELINESS		
• Money received deposited to the bank within one working day	100%	95%
• Payments made with-in two working days of court order time	100%	95%
• Money posted from JEMS to IRIS by the end of the current month	100%	100%
• Annual Financial Statement to be prepared in accordance with Finance Regulations, 2013	100%	60%
LOCATION		
• Kirk House, Grand Cayman, Government Administration, Cayman Brac	100%	100%
COST	**$264,279**	**$250,282**

RELATED BROAD OUTCOME: Equity and Justice in a Society that Values the Contribution for All

This Group Comprises ABS output: JUD 13

OUTPUT SUPPLIER: HEALTH SERVICE AUTHORITY

HEA 8	**Autopsy and Coroner Services**		**$240,000**
DESCRIPTION Autopsies and Coroner services.			
MEASURES		**2015/16 Budget**	**2014/15 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**	**$240,000**
RELATED BROAD OUTCOME: A More Secure Community			
This Group Comprises ABS output: HSA 22			

OUTPUT SUPPLIER: VARIOUS LAW FIRMS

NGS 2	**Legal Aid Services**		**$2,700,000**
DESCRIPTION Provision of legal representation for eligible persons under the Legal Aid Law.			
MEASURES		**2015/16 Budget**	**2014/15 Forecast**
QUANTITY			
• Attorney Hours		7,000 – 9,000	8,000
QUALITY			
• Appearance in Court as required		100%	100%
• Undertake duties in a professional manner and make appropriate representations in accordance with the relevant Law		100%	100%
• Relevant document clear and accurate		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		**$2,700,000**	**$2,750,000**
RELATED BROAD OUTCOME: Equity and Justice in a Society that Values the Contributions of all			
This Group Comprises Purchase Agreement Output:			

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

OUTPUT SUPPLIER: OFFICE OF THE AUDITOR GENERAL

ADO 1	**Services to the Legislative Assembly and its Committee**	**$664,000**
DESCRIPTION Audit reports and advice to the Public Accounts Committee (PAC) and other Legislative Committees.		
MEASURES	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of reports issued reports to the Legislative Assembly	6 – 8	6 – 8
• Number of audits in progress / partial reports at year end	1 – 3	1 – 3
Support Services to National Hurricane Committee (NHC) and Hazard Management		
• Logistics Support System (LSS) training session for distribution of international aid	1	1
QUALITY		
• Issued reports reviewed and signed off by Audit Manager and/or Auditor General	100%	100%
• Request client's comments on the draft reports and amend the final report if necessary	100%	100%
• Report recommendations are agreed to by PAC	80 - 100%	100%
• LSS training evaluation rated as good to very good by the participants	80 - 100%	100%
TIMELINESS		
• Auditor General Reports become public documents within two weeks of submission to the Speaker of the Legislative Assembly	100%	40%
• All reports are publically available through website within two days after becoming a public document	100%	100%
• LSS Training session in May	100%	100%
LOCATION	100%	100%
• Cayman Islands and Client premises internationally	100%	100%
COST	**$664,000**	**$575,000**
RELATED BROAD OUTCOME: A Culture of Good Governance		
This Group Comprises ABS output: AUD 2,		

Note: Change in operations: In 2015-16, the Office does not plan to be involved in providing advice to Hazard Management Cayman Islands and leading the Support Services Group. However, the Office will continue to provide oversight and monitoring of the distribution of international aid donated to the Government through LSS.

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

OUTPUT SUPPLIER: COMPLAINTS COMMISSIONER

TCC 1	**Public Interest Investigation**	**$676,466**

DESCRIPTION

Investigation 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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of Enquiries, Complaints referred to Internal Complaints Processes (ICP's) and ICP's Monitored	200-350	328
• Number of written complaints	30-60	70
• Number of public interest investigations/reports	1-3	N/A
• Number of recommendations to be monitored	20-50	30
• Number of special reports delivered to the Clerk of the Financial Oversight Committee of the Office of the Complaints Commissioner	1-3	N/A
QUALITY		
• All investigations of written 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%	80 -100%
• All recommendations monitored in accordance with the parameters established by the Complaints Commissioner Law (2006 Revision)	80 -100%	80 -100%

TIMELINESS		
• All Enquiries to be answered within five working days	90 – 100%	90 – 100%
• Decision to investigate complaint and if accepted, commencement of investigation of complaint within one month	95 – 100%	95 – 100%
• All investigations to be completed within four months of the investigation being commenced	80 – 100%	80 – 100%
• All reports/public interest investigations to be completed within five months of request	80 – 100%	80 – 100%
• 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	80 – 100%	80 – 100%
• Special Reports submitted to the Clerk of the Legislative Assembly Committee within one month of the Complaints Commissioner determining that no adequate action has been undertaken or evidence found of breach of duty or criminal office	80 – 100%	80 – 100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$676,466**	**$667,712**
RELATED BROAD OUTCOME: A Culture of Good Governance		
This Group Comprises ABS output: OCC 1, OCC 2		

TCC 2	**Policy Advice and Public Education Outreach**	**$106,945**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of meetings attended to provide strategic advice	1-4	29
• Number of reports including statistical information	1-4	4
• Number of Anti-Corruption Law task force meeting attended	1-5	8
• Number of events attended	10-12	11
• Number of Public meetings held	1-5	5
• Number of media appearances and updates	10-15	11
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.	100%	100%
• All reports will be appropriately researched, employing the necessary analytical techniques to ensure the production of comprehensive and complete reports	100%	100%
• All reports will be prepared with due processional care and will define issues clearly and succinctly as directed by the Commissioner	100%	100%
• Reports will provide relevant and accurate information, which is clearly and succinctly presented and written by qualified and trained staff	80 -100%	80 -100%
• All material presented will be in compliance with the OCC Law	80 – 100%	80 – 100%
• All meetings will be informative and contribute to public discussion on the work of the OCC	80 - 100%	80 -100%
• All material to be approved by the Commissioner prior to release	80 - 100%	80 -100%

TIMELINESS		
• Attendance at meetings by the Commissioner or delegate within the agreed time frame when meetings are called	95 – 100%	95 – 100%
• 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	95 – 100%	95 – 100%
• Reports processed in accordance with the guidelines and within the time frames established by the Chairman of the Oversight Committee and the Commissioner	95 – 100%	95 – 100%
• All events will be held within a specified period.	80 – 100%	80 – 100%
• Meetings to be held quarterly	80 – 100%	80 – 100%
• Appearances and updates to be done twice a year	80 – 100%	80 – 100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$106,945**	**$98,988**
RELATED BROAD OUTCOME: A Culture of Good Governance		
This Group Comprises ABS output: OCC 3, OCC 5		

OUTPUT SUPPLIER: INFORMATION COMMISSIONER

ICO 1	**Compliance with Freedom of Information Legislation**	**$796,983**

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	**2015/16 Budget**	**2014/15 Forecast**
QUANTITY		
• Number of hours available to hear, investigate and decide on appeals	2,000 – 2,500	2,000 – 2,500
• 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	1,000 – 1,500	1,000 – 1,500
• Number of hours available to plan promotional activities and to promote public awareness of FOI	2,000 – 2,500	2,000 – 2,500
QUALITY		
• Appeals processed in accordance with internal policies and procedures developed in accordance with the Law.	90 – 100%	90 – 100%
• 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.	90 – 100%	90 – 100%
• Promotional activities approved by the Information Commissioner	90 – 100%	90 – 100%
TIMELINESS		
• Appeals processed within timelines established in internal policies and procedures	90 – 100%	90 – 100%
• Reports received and analysed 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.	90 – 100%	90 – 100%
• Public awareness of FOI will be carried out on a monthly basis	90 – 100%	90 – 100%
LOCATION		
• Cayman Islands	100%	100%
COST	**$796,983**	**$780,511**

RELATED BROAD OUTCOME: A More Efficient Accessible and Affordable Public Service

This Group Comprises ABS output: FIL 1

24. TRANSFER PAYMENTS FOR 2015/16

Transfer Payments are made by Government without any expectation of a service or good being obtained from the recipients of such payments. They differ from Output purchases because services – i.e. the Outputs – are actually received for the payments made by Cabinet.

Cabinet intends to make $32.5 million in Transfer Payments during the 2015/16 financial year in the categories below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
TP 12	**Tourism Scholarships** Payments to Tourism Scholarship Recipients Number of Persons Assisted in 2015/16: **35** Number of Persons Assisted in 2014/15: **41**	815,000	615,000
TP 13	**Miss Cayman Scholarships** Scholarship Prize for Miss Cayman Winner Number of Persons Assisted in 2015/16: **1** Number of Persons Assisted in 2014/15: **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 in 2015/16: **130 - 155** Number of Persons Assisted in 2014/15: **130 - 145**	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 (Overseas)in 2015/16: **460 - 520** Number of Persons Assisted (Overseas)in 2014/15: **460** Number of Persons Assisted (Local)in 2015/16: **750 - 850** Number of Persons Assisted (Local)in 2014/15: **795**	10,762,690	10,762,690
TP 41	**Poor Relief Payments** Permanent and financial assistance payments to the elderly and disable Number of Persons Assisted in 2015/16: **945 -1000** Number of Persons Assisted in 2014/15: **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 in 2015/16: **900 -1300** Number of Persons Assisted in 2014/15: **1100 - 1500**	1,350,000	1,500,000
TP 44	**Temporary Poor Relief Payments for Young Parents Programme (YPP) Students** Number of Persons Assisted in 2015/16: **20 - 30** Number of Persons Assisted in 2014/15: **20 - 30**	30,000	30,000
TP 45	**Youth After Care Payments** Financial assistance payment of After Care Youth Number of Persons Assisted in 2015/16: **6** Number of Persons Assisted in 2014/15: **6**	60,000	60,000

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
TP 46	**Emergency Relief Payments** Support assistance for refugees	30,000	80,900
TP 47	**Ex-Gratia Benefit Payments to Seamen** Benefit payments to recipients of Seamen Ex-Gratia benefits Number of Persons Assisted in 2015/16: **910** Number of Persons Assisted in 2014/15: **750 - 800**	6,006,000	5,099,556
TP 48	**Benefit Payments to Ex-Servicemen** Payments to recipients of Ex-Servicemen benefit Number of Persons Assisted in 2015/16: **170 - 180** Number of Persons Assisted in 2014/15: **170 - 180**	1,069,200	1,128,600
TP 49	**Youth Programmes and Other Non-Governmental Organisations** Assistance for youth related programmes by Churches and other non-governmental organizations Number of Organisations Assisted in 2015/16: **17** Number of Organisations Assisted in 2014/15: **17**	151,525	151,525
TP 50	**Pre School Assistance** Pre-school education grants for students who qualify for financial assistance Number of Persons Assisted in 2015/16: **120 - 125** Number of Persons Assisted in 2014/15: **120 - 125**	150,000	150,000
TP 51	**Other Educational Assistance** Grants awarded to institutions/individuals for projects/programmes to meet students or training needs that are not provided for through traditional and/or mainstream educational/training provision. Also to include support of special projects/educational events.	249,154	249,154
TP 52	**Young Nation Builders Scholarships** Number of Persons Assisted in 2015/16: **38** Number of Persons Assisted in 2014/15: **52**	600,000	1,432,775
TP 56	**Employment Initiatives** Grants awarded to various agencies to support the implementation of employment initiatives	641,000	652,037

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
TP 57	**Children and Family Services Support** - Support towards medical assistance, utilities, clothing, furniture and other client needs - Foster Care Programme	484,480	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	737,000	N/A
TP 61	**Student Enrichment and Support Services** Grants awarded to various institutions to support extended after-school programmes	554,850	554,820
TP 63	**Support to Local Business Associations**	140,000	100,000
TP 66	**Sister Islands Home Repairs Assistance** Repair senior citizen homes in the Sister Islands	100,000	100,000
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 72	**Other Youth and Sports Programmes Assistance** Other Youth and Sports Programmes/Events	511,225	113,500
TP 73	**Other Health and Cultural Programme Assistance** Various	150,000	N/A
TP 74	**Assistance to the Importation of Livestock** Agricultural Services	75,000	N/A
TP 75	**Needs Assessment Support** Needs Assessment Support and Assistance	300,158	N/A
TP 76	**Assistance for Infrastructure Development**	25,000	N/A

25. FINANCING EXPENSE FOR 2015/16

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 Expenses that the Cabinet intends to make during for the 2015/16 financial year.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
FE 3	**Interest of Public Debt** Interest and Fees on Public Debt	27,604,083	28,513,699

26. OTHER EXECUTIVE EXPENSE FOR 2015/16

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 $32.1 million in Other Executive Expenses during the 2015/16 financial year in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
OE 1	**Personal Emoluments for the Judiciary** Salary, personal allowances, health care and pension contributions for Chief Justice, three Judges and three Magistrates	1,895,614	2,198,000
OE 2	**Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Member of the Legislative Assembly and Deputy Governor** Salary, personal allowances and (where relevant) pension contributions for H .E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Member of the Legislative Assembly and Deputy Governor	3,392,323	3,251,833
OE 4	**Judiciary Expenses** Expenditure relating to members of the Judiciary including entertainment expenses, training, travel, recruitment expenses and security services	1,031,000	811,000
OE 5	**Constituency Allowance** Constituency allowances for Members of the Legislative Assembly	654,300	654,300
OE 6	**Contribution to Caribbean Financial Action Task Force** Annual Contributions to CFAFT	85,000	150,000
OE 9	**Caribbean Economic Community (CARICOM) Fees** Annual Contributions to CARICOM	168,000	168,000
OE 11	**Subscription to Caribbean Examinations Council** Annual subscription to Caribbean Examinations Council for local Registrar	13,455	13,455
OE 12	**University of the West Indies Membership Levy** Annual membership payment to the University of the West Indies	161,000	420,000
OE 14	**Caribbean Food and Nutrition Institute Subscription** Annual subscription to Caribbean Food and Nutrition Institute for information on nutrition based health programmes	2,500	2,500
OE 15	**Pan American Health Organisation Subscription** Annual subscription to Pan American Health Organisation (PAHO)	18,000	18,000
OE 16	**Caribbean Health Research Council Subscription** Annual subscription to Caribbean Health Research Council support medical research in the Caribbean	5,000	5,000

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
OE 17	**Caribbean Epidemiology Centre Subscription** Annual subscription	15,000	15,000
OE 19	**Ex-Gratia Recipients Plan Payments** Payments to the Pension Fund for Past Government Employees entitled to payments under the Ex-Garcia Recipient Plan	1,213,000	1,200,000
OE 26	**Personal Emoluments for the Attorney General** Salary, Personal Allowances, Pension Contributions and Health Insurance for the Attorney General	186,822	180,419
OE 27	**Past Service Pension Liability Payments** Payment to the Pension Funds for past service liability of the Government	11,400,000	11,400,000
OE 43	**Depreciation of Judicial Executive Assets** Depreciation of Executive Assets managed by Judicial Administration (Court House Building)	118,571	95,991
OE 54	**Caribbean Catastrophe Risk Insurance Facility – Annual Premium**	500,000	500,000
OE 57	**Executive Bank Charges** Bank charges	16,000	15,500
OE 65	**Court of Appeal Expenses** Emoluments, travel and accommodation for a panel of four Court of Appeal Judges	570,000	553,538
OE 66	**United Nations Caribbean Environmental Program** Regional Trust fund for the Implementation of the Action Plan for the Caribbean Environment Programme	8,000	8,000
OE 71	**Commonwealth Parliamentary Association** Support for the Commonwealth Parliamentary Association	125,000	95,000
OE 78	**Depreciation of Ministry of Community Affairs, Youth and Sports - Executive Assets** Depreciation of Executive Assets managed by the Minister of Community Affairs, Youth and Sports	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	268,000	402,000

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
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	173,305
OE 94	**Organisation for Economic Co-operation Development (OECD) Global Forum** Annual Membership Subscription	18,000	N/A
OE 93	**Caribbean Agriculture Research and Development Institute (CARDI)** Annual Subscription for Membership in CARDI	94,141	N/A
OE 96	**Executive Salary Reimbursement**	30,000	30,000
OE 99	**Ex-Gratia Payments – Former Members of the Legislative Assembly**	12,000	12,000
OE 100	**Depreciation of the Portfolio Civil Service Executive Assets** Depreciation of Executive Assets for which the Deputy Governor is responsible (Legislative Assembly Building)	170,000	180,000
OE 101	**Depreciation of Planning, Lands, Agriculture, Housing and Infrastructure - Executive Assets**	9,693,967	9,693,967

27. OWNERSHIP ACTIONS FOR 2015/16

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 performance that it expects from each Agency. 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 Agencies in which it holds an equal interest. These investments are made to fund the purchase of assets by the entity or, in a few instances, to provide shareholder support where the Agency incurs operating losses.

Cabinet intends to make the following Equity Investments during the 2015/16 financial year in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
EI 1	**Cayman Airways Limited** Equity injection to cover debt servicing	5,100,000	4,850,000
EI 4	**Cayman Islands Development Bank** Equity investment to restructure debt	1,500,000	1,500,00
EI 11	**Ministry of Home Affairs, Health and Culture – Home Affairs** Equity investment for purchase of entity assets	2,000,000	2,328,060
EI 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	5,000,000	6,271,000
EI 29	**Health Services Authority** Purchases of medical equipment and Building projects	1,000,000	850,000
EI 35	**Portfolio of the Civil Service**	91,000	737,000
EI 36	**Cabinet Office** Equity investment for purchase of entity assets	350,000	0
EI 49	**Cayman Turtle Farm (1983) Limited** Equity Investment to fund Loan Repayments and operational losses	9,000,000	9,500,000
EI 53	**Ministry of Home Affairs, Health and Culture - Health** Equity Injection to purchase entity assets	2,200,000	4,692,489
EI 54	**Ministry of Community Affairs, Youth and Sports** Equity Investment to purchase entity assets	1,500,000	542,000
EI 57	National Housing Development Trust	2,438,844	2,438,844
EI 67	**Ministry of Financial Services, Commerce and Environment** Equity investment for purchase of entity assets	675,000	1,751,453
EI 68	**Ministry of District Administration, Tourism and Transport** Equity Investment for purchase of entity assets	200,000	45,000
EI 70	**Ministry of Finance and Economic Development** Equity Investment for purchase of entity assets	650,000	1,000,000
EI 71	**Ministry of Planning, Lands, Agriculture, Housing and Infrastructure** Equity investment for purchase of entity assets	1,272,890	516,787

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

Executive Assets are assets controlled directly by Cabinet and include crown land, 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 2015/16 financial year in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
EA 4	**Land Purchase**	400,000	400,000
EA 9	**Land Purchase; Gazetted Claims**	2,000,000	750,000
EA 30	**Cemetery Vaults-Grand Cayman**	100,000	100,000
EA 36	**Miscellaneous Road Surface Upgrades**	1,000,000	5,020,752
EA 37	**Farm Roads**	50,000	50,000
EA 55	**Cayman Brac and Little Cayman Roads** Northside Road, Southwest Bluff Road, Light House Road, Hemmington/KPT Road and Northside Road (Little Cayman)	1,225,000	930,000
EA 60	**Cayman Brac: Bluff Playfield** Continue Development and Construction of Changing Room facility	600,000	550,000
EA 78	**Government Office Accommodation Project 1**	500,000	700,000
EA 95	**Cemetery Vaults – Cayman Brac & Little Cayman** To construct new vaults at Cayman Brac and Little Cayman cemeteries	25,000	20,000
EA 125	**Cayman Brac Emergency Shelter** Design work; Site Prep and commence Phase 1	1,600,000	175,000
EA 142	**George Town Revitalization**	5,300,000	0
EA 143	**Cruise Berthing Facility Project** Equity Injection for the delivery of the Environment Impact Assessment, legal and consultation fees of the Cruise Berthing Facility	4,200,000	1,000,000
EA 144	**Public Restrooms** Construction of 2 public restrooms in Cayman Brac	100,000	0
EA 145	**New Court House** Development of plans	200,000	N/A

LOANS MADE

Cabinet intends to make approximately $0.7 Million in Loans Made during the 2015/16 financial year in the categories listed below.

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2015/16 BUDGET $	2014/15 FORECAST $
LM 1	**Civil Service Mortgages to Staff** Mortgage Loans for Civil Servants Number of Loans Budgeted for 2015/16: **14** Number of Loans Awarded in 2014/15: **7**	60,000	75,000
LM 3	**Personnel Loans to Staff** Loans for Civil Servants Number of Loans Budgeted for 2015/16: **20** Number of Loans Awarded in 2014/15: **24**	50,000	55,000
LM 4	**Overseas Medical Loans** Loans for Overseas Medial Advances for uninsured patients Number of Loans Budgeted for 2015/16: **40** Number of Loans Awarded in 2014/15: **40**	250,000	175,000
LM 11	**Settlement Loans** Temporary loans for new hires relocating from overseas Number of Loans Budgeted for 2015/16: **80** Number of Loans Awarded in 2014/15: **90**	320,000	320,000

SECTION B

ESTIMATES OF APPROPRIATION

FOR THE YEAR ENDING 30 JUNE 2016

Appropriations to the Premier

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
CBO 1	Development and Coordination of Government Policy	1,743,098
CBO 2	Cabinet and National Security Council Support and Servicing	660,665
CBO 9	Protocol Services	582,311
CBO 11	Freedom of Information and Data Protection Coordination	109,346
CBO 17	Information Services Provided to Other Government Agencies	928,448
CBO 20	Advice and Assistance to the Premier and Administration of the Premier's Office	936,525
CBO 21	Broadcasting of Public Information and On Air Programmes	1,102,747
CBO 22	Services provided by the London Office	521,918
Other Executive Expenses		
OE 5	Constituency Allowance	654,300
OE 96	Executive Salary Reimbursements	30,000
Equity Investments		
EI 36	Cabinet Office	350,000

Appropriations to the Minister of Home Affairs, Health and Culture-Home Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
HCA 1	Policy Advice and Ministerial Services on Home Affairs Matters	2,930,167
HCA 2	Licensing Services	625,341
HCA 3	Enforcement of Immigration Laws	1,764,846
HCA 4	Processing Status and Permanent Residency Certificates	237,211
HCA 5	Immigration Entry and Extension Services	3,563,052
HCA 6	Processing Entry Documents and Passports	2,169,460
HCA 7	Incident Responses	1,963,985
HCA 8	Police Security Services	1,172,857
HCA 9	National Disaster Preparedness and Response Services	1,336,151
HCA 10	Police Criminal Justice Services	865,336
HCA 11	Prison Services	10,721,445
HCA 12	Correctional Supervision, Intervention and Support Services	6,564,990
HCA 14	Protection and Investigative Services	33,283,710
HCA 15	Emergency Domestic Fire Services	6,734,597
HCA 17	Aerodrome Fire Services	5,502,452
HCA 20	Technology Support Services	6,716,108
NDC 1	Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	552,958
NGS 38	Services for Irregular Migrants	270,000
Transfer Payments		
TP 46	Emergency Relief Payments	30,000
TP 69	Support for the Bridge Foundation	60,000
TP 58	Support for Services of the Red Cross	70,000
Other Executive Expense		
OE 57	Bank Charges	6,000
Equity Investments		
EI 11	Ministry of Home Affairs, Health and Culture - Home Affairs	2,000,000

Appropriations to the Minister of Home Affairs, Health and Culture-Health

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
HES 1	Policy Advice and Ministerial Services	1,834,610
HES 2	Health Regulatory Services	1,176,345
HES 7	Collection, Recycling and Disposal of Waste	3,678,201
HES 8	Public Health Services	1,630,380
HES 9	Environmental Health Monitoring Services	506,661
HES 10	Emergency Response Services	210,294
HES 11	Mosquito Control Services	5,797,106
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 Programmes, Investigations and Treatments	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	99,873
NCF 8	National Festivals and Stage Productions	467,438
NCF 9	Training and Support for Artistic Development	61,589
NAG 1	Exhibitions and Art Festivals	116,193
NAG 2	National Art Collection	67,036
NAG 3	Art Education and Outreach Programmes	218,621
TAB 6	Cultural Programmes	8,550

Appropriations to the Minister of Home Affairs, Health and Culture-Health

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
NGS 4	HIV/AIDS and First Aid Public Education Programmes	22,325
NGS 53	Palliative Care Nursing	50,825
NGS 54	Social Marketing for Prevention of HIV/AIDS	45,125
NGS 55	Tertiary Care at Various Overseas Institutions	11,443,847
NGS 83	Other Health and Cultural Programmes	21,375
Transfer Payments		
TP 73	Other Health & Cultural Programme Assistance	150,000
Other Executive Expense		
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
Equity Investments		
EI 29	Health Services Authority	1,000,000
EI 53	Ministry of Home Affairs, Health and Culture - Health	2,200,000
Executive Assets		
EA 30	Cemetery vaults - Grand Cayman	100,000

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	2,331,919
DAT 2	Government Services in Cayman Brac and Little Cayman	3,924,283
DAT 3	Management of Executive Assets in Cayman Brac and Little Cayman	4,185,822
DAT 5	Inspection, Testing and Licensing Services	616,126
DAT 6	Public Education Programmes	913,908
DAT 7	Tourism Public Relations	1,621,179
DAT 8	Tourism Advertising Activities	6,940,389
DAT 9	Tourism Sales and Promotion	4,092,899
DAT 10	Tourism Marketing	1,743,981
DAT 11	Support for Local Tourism Providers	1,622,955
DAT 12	Collection of Coercive Revenue	30,938
DAT 13	Weather Forecast Services	1,201,816
DAT 14	Public Transport Services	593,839
CAL 1	Strategic Domestic Air Services	2,848,928
CAL 2	Strategic Tourism, Regional and Core Air Services	14,456,872
TAB 1	Management of Pedro St. James National Historic Site	850,100
TAB 2	Management of Queen Elizabeth II Botanic Park	621,844
TAB 3	Annual Pirates Week Festivals and Events	275,052
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	30,044
NGS 3	Organization of Batabano Festival	30,000
NGS 7	Management of Small Business Development	230,000
NGS 26	Organization of the Miss Cayman Committee	50,000
NGS 57	Gardening Projects and Landscaping	3,422
Transfer Payments		
TP 12	Tourism Scholarships	815,000
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	5,100,000
EI 49	Cayman Turtle Farm(1983)Limited	9,000,000
EI 68	Ministry District Administration, Tourism, Transport	200,000
Executive Assets		
EA 55	Cayman Brac and Little Cayman Roads	1,225,000
EA 60	Cayman Brac: Bluff Playfield	600,000
EA 95	Cemetery Vaults: Cayman Brac and Little Cayman	25,000
EA 125	Cayman Brac Emergency Shelter	1,600,000
EA 143	Cruise Berthing Facility	4,200,000
EA 144	Public Restrooms	100,000

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	1,876,331
PAH 2	Emergency Response Services	281,280
PAH 3	National Mail Service	1,648,878
PAH 4	Management of Public Recreational Facilities and Cemeteries	1,499,540
PAH 5	Agriculture Regulatory Services	1,793,013
PAH 6	Agriculture Development Services	423,961
PAH 8	Management of Special Projects	1,342,861
PAH 9	Management of Land Information	2,988,763
PAH 10	Management of Government Properties	12,266,200
PAH 11	Procurement and Maintenance of Government Fleet	3,431,224
PAH 12	Handling of Dangerous Substances	148,947
PAH 13	Provision of Planning Services	73,540
PAH 14	Management of Planning Applications	2,994,677
PAH 15	Administration of Temporary Housing Initiative	34,166
PAH 16	Licensing of Drivers and Vehicles	219,975
PAH 17	Services to Farmers	2,511,341
ERA 12	Support to National Energy Policy Secretariat	10,000
ICT 8	Drafting Instruction for the Development of Legislation	30,532
ICT 9	Management of KY Internet Domain	25,000
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
ICT 14	National Cyber Security Initiatives	75,000
NHT 4	Administration of the Affordable Housing Initiative	145,525
NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage	231,035

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
NHT 6	Administration of the New Affordable Housing Initiative	204,035
NGS 24	Spaying and Neutering of Dogs and Cats	18,600
Transfer Payments		
TP 74	Assistance in respect to Importation of Livestock	75,000
TP 76	Assistance for Infrastructure Development	25,000
Other Executive Expenses		
OE 93	Caribbean Agricultural Research and Development Institute (CARDI)	94,141
OE 101	Depreciation of Planning, Lands, Agriculture, Housing and Infrastructure	9,693,967
Equity Investments		
EI 57	National Housing Development Trust	2,438,844
EI 71	Ministry of Planning, Lands, Agriculture, Housing and Infrastructure	1,272,890
Executive Assets		
EA 4	Land Purchase	400,000
EA 9	Land Purchase: Gazetted Claims	2,000,000
EA 36	Miscellaneous Road Surface Upgrades	1,000,000
EA 37	Farm Roads	50,000
EA 78	Government Office Accommodation Project 1	500,000
EA 142	George Town Revitalization	5,300,000

Appropriations to the Minister of Community Affairs, Youth and Sports

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
HCA 27	Policy Advice and Support to the Minister of Community Affairs, Youth and Sports	1,712,283
HCA 28	Administration of Community Assistance Programmes	5,963,820
HCA 29	Public Education on Social Issues	288,134
HCA 30	Counselling and Support Services	5,023,062
HCA 31	Supervision and Support of Children	1,386,091
HCA 32	Community Development Services	507,990
HCA 34	Sports Services	3,849,866
HCA 35	Youth Services	391,716
HCA 36	Cadet Corps Services	290,152
CAY 2	Children and Youth Services (CAYS) Foundation	2,178,000
NGS 47	Mentoring Cayman Programme	9,025
NGS 58	Elite Athletes Programme	118,275
NGS 59	Youth Development Programmes	38,725
NGS 60	Sports Programmes	811,350
NGS 63	School Lunch and Uniform Programmes	424,000
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
NGS 67	Community Programmes	124,250
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
NGS 82	Other Sports Programmes	78,875
Transfer Payments		
TP 41	Poor Relief Payments	6,260,000
TP 43	Poor Relief Vouchers	1,350,000
TP 44	Temporary Poor Relief for Young Parents Programme (YPP) Students	30,000
TP 45	Youth After Care Payments	60,000
TP 47	Ex-Gratia Benefit Payments to Seamen	6,006,000
TP 48	Benefit Payments to Ex-Servicemen	1,069,200
TP 49	Youth Programmes and Other Non-Governmental Organizations	151,525
TP 50	Pre-School Assistance	150,000
TP 57	Children and Family Services Support	484,480
TP 60	Housing Assistance	737,000
TP 72	Other Youth and Sports Programmes	511,225
TP 75	Needs Assessment Support	300,158
Other Executive Expenses		
OE 78	Depreciation of Ministry of Community Affairs, Youth and Sports-Executive Assets	27,000
OE 81	World Anti-Doping Agency	6,000
OE 82	Regional Anti-Doping Agency	4,000
Equity Investments		
EI 54	Ministry of Community Affairs, Youth and Sports	1,500,000

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	1,859,388
FED 2	Governance and Administrative Services	313,553
FED 3	Collection of Coercive Revenue	2,183,979
FED 4	Preparation and Publication of Statistical Reports	1,448,803
FED 5	Financial Reporting and Management Services	3,862,455
FED 6	Processing of Passengers and Inspection of Aircrafts, Vessels and Cargo	7,159,102
FED 7	Detection, Interdiction and Prosecution of Customs Offences	1,949,674
FED 9	Administration and Processing of Applications	513,332
FED 11	Monitoring and Reporting on the Economy	202,834
CIN 1	Health Insurance for Seamen and Veterans for Primary and Secondary Health Care	8,355,446
Transfer Payments		
Other Executive Expenses		
OE 9	Caribbean Economic Community (CARICOM) Fees	168,000
OE 27	Past Service Pension Liability Payment	11,400,000
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	500,000
OE 57	Executive Bank Charges	10,000
OE 86	Compensation	268,000
Equity Investments		
EI 70	Ministry of Finance and Economic Development	650,000
Loans Made		
LM 1	Civil Service Mortgages to Staff	60,000
LM 3	Personal Loans to Staff	50,000
LM 4	Overseas Medical Loans	250,000
LM 11	Settlement Loans	320,000
Financing Expense		
FE 3	Interest on Public Debt	27,604,083

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	1,902,361
FSC 8	A Business Climate Conducive to Local Commerce	249,785
FSC 10	A Robust, Efficient Regime for the Registration of Corporate and Vital Information, and the Licensing of Businesses	3,078,987
FSC 11	Fair Competition in Domestic Commercial activity	686,133
FSC 12	Ministry Strategy, Communications and Operations Support	1,938,004
FSC 13	Environmental Services and Research	3,003,178
AOA 1	Auditors Oversight Authority	315,000
CMA 1	Policy Advice on Maritime Matters	172,405
CMA 2	Technical Advice and Support on Maritime Matters	93,844
CMA 4	State Inspections and Investigation Services	67,897
CMA 5	Long Range Identification and Tracking of Ships	85,000
DVB 1	Administration of Lending for Human Resource Development	127,132
DVB 2	Administration of Lending for Micro and Small Businesses Development	156,025
DVB 3	Administration of Mortgage Lending	243,160
MOA 6	Regulation of the Cayman Islands Currency	1,400,000
MOA 8	Collection of Fees	300,000
MOA 12	Regulation of the Financial Services Industry	7,110,000
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	570,000
Transfer Payments		
TP 63	Support to Local Business Associations	140,000
Other Executive Expense		
OE 66	United Nations Caribbean Environmental Programme	8,000
OE 94	OECD-Global Forum	18,000
Equity Investments		
EI 4	Cayman Islands Development Bank	1,500,000
EI 67	Ministry of Financial Services, Commerce and Environment	675,000

Appropriations to the Minister of Education, Employment and Gender Affairs

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
EGA 1	Policy Advice, Governance and Ministerial Support Services	4,800,023
EGA 2	Job Placement and Employer Support Activities	1,533,281
EGA 3	Employment Regulatory Activities	1,030,616
EGA 4	Public Library Services	1,597,162
EGA 5	Primary Education Services	20,302,643
EGA 6	Secondary Education Services	24,976,896
EGA 7	Education Services for Students with Special Needs	7,757,553
EGA 8	Facilities Maintenance and Procurement Management	7,910,035
EGA 9	Training and Support for Adults with Disabilities	1,411,352
EGA 10	Education Evaluation and Support Services	4,852,485
CCO 1	Teaching of Tertiary Level Professional and Vocational Programmes	4,086,205
CDB 1	Disbursement Government Scholarship Funding	42,951
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 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	600,000
TP 56	Employment Initiatives	641,000
TP 61	Student Enrichment and Support Services	554,850
Other Executive Expense		
OE 11	Subscription to Caribbean Examinations Council	13,455
OE 12	University of the West Indies Membership Levy	161,000
Equity Investments		
EI 12	Ministry of Education, Employment and Gender Affairs	5,000,000

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	790,256
CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies	955,090
CIV 3	Management of Public Sector Reform	673,578
CIV 7	Civil Service College	551,549
CIV 8	Human Resource and Accounting Services	963,171
CIV 10	Servicing of the Legislative Assembly and Members of the Legislative Assembly	1,067,439
CIV 11	Servicing and Support for Her Excellency the Governor	680,246
CIV 12	Preservation and Management of Records	1,071,757
CIV 13	Maintenance of the Electoral Register	412,248
CIV 14	Support for Commissions	859,362
CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor	216,137
CIN 2	Health Insurance for Civil Service Pensioners	21,350,990
NGS20	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	3,392,323
OE 19	Ex-Gratia Recipients Plan Payments	1,213,000
OE 71	Commonwealth Parliamentary Association	125,000
OE 99	Ex-Gratia Payments for Former Members of the Legislative Assembly	12,000
OE 100	Depreciation of the Portfolio of Civil Service Executive Assets	170,000
Equity Investments		
EI 35	Portfolio of the Civil Service	91,000

Appropriations to the Attorney General

Appropriation Reference Number	Appropriation Name	Appropriation Amount
Output Groups		
LGA 1	Provision of Legal Advice and Representation	1,936,837
LGA 3	Law Teaching and Publications	1,306,372
LGA 4	Drafting of Legislation	971,068
LGA 5	Policy Advice to the Attorney General	1,040,926
LGA 6	Financial Intelligence Services	772,112
LGA 7	Review and Modernization of Laws	389,127
Other Executive Expenses		
OE 6	Contribution to Caribbean Financial Action Task Force	85,000
OE 26	Personal Emoluments for the Attorney General	186,822

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

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Group		
DPA 1	Prosecution and International Co-operation	3,031,059

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	1,324,094
JAD 2	Support for Court Proceedings	3,788,096
JAD 3	Collection of Revenue	569,525
JAD 4	Financial Management of Court Funds	264,279
HEA 8	Autopsy and Coroner Services	240,000
NGS 2	Legal Aid Services	2,700,000
Other Executive Expenses		
OE 1	Personal Emoluments for the Judiciary	1,895,614
OE 4	Judiciary Expenses	1,031,000
OE 43	Depreciation of Judicial Executive Assets	118,571
OE 65	Court of Appeal Expenses	570,000
Executive Assets		
EA 145	New Court House	200,000

Appropriations to the Public Accounts Committee

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Group		
ADO 1	Services to the Legislative Assembly and its Committee	664,000

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Groups		
TCC 1	Public Interest Investigations	676,466
TCC 2	Policy Advice and Public Education Outreach	106,945
Equity Investments		

Appropriations to the Oversight Committee of the Legislative Assembly

Appropriation Reference Number	Appropriation Name	Appropriation Amount $
Output Group		
ICO 1	Compliance with Freedom of Information Legislation	796,983

SECTION C

FORECAST FIANANCIAL STATEMENTS FOR THE CENTRAL GOVERNMENT

FOR THE YEAR ENDING 30 JUNE 2016

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 2016

The Forecast Financial Statements have been prepared in accordance with the provisions of the Public Management and Finance Law (2013 Revision). They report the forecast financial transactions 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 and 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 15 May 2015.

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 June 2015 and performance for the year ending 30th June 2016;
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.

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Honourable Marco S. Archer, JP
Minister for Finance and Economic Development

15 May 2015

CORE

GOVERNMENT FINANCIAL STATEMENTS

FOR 2015/16 FINANCIAL YEAR

GOVERNMENT OF THE CAYMAN ISLANDS
SCHEDULE OF ASSETS AND LIABILITIES
AS AT 30 JUNE 2016

STATEMENT OF FINANCIAL POSITION

	Notes	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
		$000	$000	$000
Current Assets				
Cash and cash equivalents	**2**	341,612	269,637	173,901
Trade receivables	**3**	14,779	23,482	34,319
Other Receivables	**3**	3,944	2,799	4,039
Inventories	**4**	2,027	2,468	3,385
Prepayments	**6**	7,867	6,736	8,840
Loans	**7**	335	276	758
Total Current Assets		**370,564**	**305,398**	**225,242**
Non-Current Assets				
Trade receivables	**3**	13,000	0	0
Other receivables	**3**	56	0	0
Investments	**5**	2,451	2,451	2,451
Loans	**7**	1,066	2,375	1,684
Net Worth - Public Entities	**10**	348,372	319,201	303,133
Property, plant and equipment	**8**	1,739,590	1,736,161	1,737,706
Intangible Assets	**9**	4,602	4,099	3,930
Other non-financial assets		0	8	8
Total Non-Current Assets		**2,109,137**	**2,064,287**	**2,048,912**
Total Assets		**2,479,701**	**2,369,685**	**2,274,154**
Current Liabilities				
Trade payables	**11**	33,343	24,355	27,115
Other payables and accruals	**11**	36,592	55,731	64,515
Unearned revenue	**12**	21,095	23,267	29,441
Employee entitlements	**13**	5,986	6,359	7,111
Current Portion of Borrowings	**1**	34,871	19,647	25,338
Total Current Liabilities		**131,887**	**129,359**	**153,520**
Non-Current Liabilities				
Other payables and accruals	**11**	0	0	59
Employee entitlements	**13**	0	0	121
Unfunded pension liability	**14**	178,323	178,323	178,323
Long Term portion of Borrowings	**1**	468,538	503,765	523,595
Total Non-Current Liabilities		**646,861**	**682,088**	**702,098**
Total Liabilities		**778,748**	**811,447**	**855,618**
Net Assets		**1,700,953**	**1,558,238**	**1,418,536**
NET WORTH				
Reserves	**15**	132,988	131,194	108,304
Revaluation reserve		825,773	804,378	799,282
Current Year Surplus		121,320	134,606	109,094
Other Accumulated surpluses/(deficits)		620,872	488,060	401,856
Total Net Worth		**1,700,953**	**1,558,238**	**1,418,536**

GOVERN

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDING 30 JUNE 2016

	Notes	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
		$000	**$000**	**$000**
Revenue				
Coercive Revenue	**16**	628,226	623,883	612,790
Sales of Goods & Services	**18**	31,967	35,403	33,438
Investment revenue	**19**	950	722	681
Donations	**20**	60	155	304
Other revenue	**17**	40	59	57
Total Revenue		**661,243**	**660,222**	**647,270**
Expenses				
Personnel costs	**21**	252,366	232,289	238,114
Supplies and consumables	**22**	89,529	90,732	88,130
Depreciation & Amortisation	**8**	27,268	29,627	25,886
Finance costs	**23**	27,604	28,518	30,515
Litigation costs	**24**	560	359	374
Outputs from Statutory Authorities & Government Companies	**26**	98,698	94,069	102,190
Outputs from Non-Governmental Suppliers	**27**	22,767	29,576	26,464
Transfer Payments	**28**	32,555	31,335	31,131
Other (Gains)/losses	**25**	(2,382)	(2,704)	(1,323)
Other Operating expenses	**29**	3,840	4,937	5,822
Total Expenses		**552,805**	**538,738**	**547,303**
Core Government Net Surplus		**108,438**	**121,484**	**99,967**
Profit on Statutory Authorities & Government Companies		**12,882**	**13,122**	**9,127**
Entire Public Sector Net Surplus		**121,320**	**134,606**	**109,094**

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDING 30 JUNE 2016

	Notes	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
CASH FLOWS FROM OPERATING ACTIVITIES		**$000**	**$000**	**$000**
Receipts				
Coercive Receipts		631,178	636,083	613,497
Outputs to other government agencies		4,766	3,331	2,354
Sale of goods and services - third party		28,937	32,900	34,481
Interest received		949	634	619
Donations / Grants received		60	124	425
Other receipts		13,178	3,908	2,697
Payments				
Personnel costs		(252,103)	(228,056)	(234,354)
Supplies and consumables		(93,812)	(100,065)	(119,533)
Outputs from public authorities		(97,165)	(94,667)	(92,962)
Outputs from non-governmental organisations		(22,757)	(23,979)	(25,340)
Transfer payments		(31,608)	(29,665)	(30,888)
Financing/interest payments		(27,758)	(28,706)	(30,988)
Other payments		(14,225)	(9,609)	(5,859)
Net cash flows from operating activities	30	**139,640**	**162,233**	**114,149**
CASH FLOWS FROM INVESTING ACTIVITIES				
Cash received				
Proceeds from sale of property, plant and equipment		0	13	0
Proceeds from sale of Loans/investments		906	674	3,085
Receipt of Dividends/Capital withdrawal from Public Entities		2,422	2,794	4,524
Cash Used				
Purchase of property, plant and equipment		(31,271)	(20,349)	(18,855)
Purchase of Loans/investments		(680)	(507)	(277)
Equity injection paid to public authorities		(19,039)	(23,760)	(22,301)
Net cash flows from investing activities		**(47,662)**	**(41,135)**	**(33,824)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Borrowings		0	0	10,000
Repayment of Borrowings		(20,003)	(25,362)	(25,469)
Repayment of Deposits from Public Entities		0	0	(8,000)
Net cash flows from financing activities		**(20,003)**	**(25,362)**	**(23,469)**
Net increase/(decrease) in cash and cash equivalents		**71,975**	**95,736**	**56,856**
Cash and cash equivalents at beginning of period		269,637	173,901	117,045
Cash and cash equivalents at end of period	2	**341,612**	**269,637**	**173,901**

GOVERNMENT OF THE CAYMAN ISLANDS
CASH FLOWS FROM OPERATING ACTIVITIES
FOR THE YEAR ENDING 30 JUNE 2016

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Receipts						
Coercive Receipts	35,423	37,228	33,587	51,064	35,906	46,867
Outputs to other government agencies	339	348	338	513	448	308
Sale of goods and services - third party	1,631	1,524	1,681	1,528	1,618	1,512
Interest received	2	2	182	2	2	220
Donations / Grants received	5	5	5	5	5	5
Other receipts	1,057	1,057	1,057	1,057	1,057	1,057
Payments						
Personnel costs	(21,016)	(21,016)	(21,032)	(21,051)	(21,054)	(21,053)
Supplies and consumables	(7,890)	(6,019)	(6,409)	(6,130)	(6,400)	(6,241)
Outputs from public authorities	(12,045)	(6,422)	(6,571)	(11,452)	(6,616)	(6,571)
Outputs from non-governmental organisations	(1,888)	(1,702)	(1,694)	(1,891)	(2,251)	(1,709)
Transfer payments	(1,599)	(5,821)	(1,666)	(1,628)	(1,705)	(4,273)
Financing/interest payments	(376)	(264)	(2)	(5,327)	(8,032)	(1)
Other payments	(1,123)	(1,081)	(1,331)	(1,153)	(1,139)	(1,121)
Net cash flows from operating activities	**(7,480)**	**(2,161)**	**(1,855)**	**5,537**	**(8,161)**	**9,000**
CASH FLOWS FROM INVESTING ACTIVITIES						
Cash received						
Proceeds from sale of Loans/investments	39	111	56	56	56	69
Receipt of Dividends/Capital withdrawal from Public Entities	0	0	0	0	0	2,163
Cash Used						
Purchase of property, plant and equipment	(2,916)	(2,686)	(2,600)	(2,825)	(2,625)	(2,335)
Purchase of Loans/investments	(16)	(116)	(51)	(57)	(56)	(56)
Equity injection paid to public authorities	(2,128)	(1,175)	(1,175)	(1,673)	(1,175)	(2,164)
Net cash flows from investing activities	**(5,021)**	**(3,866)**	**(3,770)**	**(4,499)**	**(3,800)**	**(2,323)**
CASH FLOWS FROM FINANCING ACTIVITIES						
Repayment of Borrowings	(1,508)	(1,055)	(278)	(6,088)	(1,055)	(278)
Net cash flows from financing activities	**(1,508)**	**(1,055)**	**(278)**	**(6,088)**	**(1,055)**	**(278)**
Net increase/(decrease) in cash and cash equivalents	**(14,009)**	**(7,082)**	**(5,903)**	**(5,050)**	**(13,016)**	**6,399**
Cash and cash equivalents at beginning of period	269,637	**255,628**	248,546	242,643	237,593	224,577
Cash and cash equivalents at end of period	**255,628**	**248,546**	**242,643**	**237,593**	**224,577**	**230,976**
Unrestricted Cash Balances	128,885	121,803	115,785	110,734	97,718	103,957
General Reserves	45,727	45,727	45,780	45,780	45,780	45,832
Total Cash Reserves	174,612	167,530	161,565	156,514	143,498	149,789
Cash Days	115.3	110.6	106.7	103.3	94.7	98.9

GOVERNMENT OF THE CAYMAN ISLANDS

CASH FLOWS FROM OPERATING ACTIVITIES (CONTINUED)

FOR THE YEAR ENDING 30 JUNE 2016

	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Budget 2015/16
Receipts							
Coercive Receipts	159,539	51,524	68,842	38,495	33,864	38,839	631,178
Outputs to other government agencies	378	355	338	338	348	715	4,766
Sale of goods and services - third party	1,845	1,529	1,526	1,686	1,526	11,331	28,937
Interest received	2	2	244	2	2	287	949
Donations / Grants received	5	5	5	5	5	5	60
Other receipts	1,057	1,057	1,057	1,057	1,057	1,551	13,178
Payments						0	0
Personnel costs	(21,061)	(21,053)	(21,069)	(21,072)	(21,064)	(20,563)	(252,104)
Supplies and consumables	(6,595)	(6,012)	(6,232)	(6,101)	(6,160)	(23,623)	(93,812)
Outputs from public authorities	(11,452)	(6,724)	(6,571)	(11,561)	(6,422)	(4,758)	(97,165)
Outputs from non-governmental organisations	(2,901)	(1,701)	(1,744)	(1,878)	(1,701)	(1,697)	(22,757)
Transfer payments	(4,505)	(1,714)	(1,755)	(1,755)	(3,479)	(1,708)	(31,608)
Financing/interest payments	(324)	(242)	0	(5,186)	(8,003)	(1)	(27,758)
Other payments	(1,146)	(1,202)	(1,094)	(1,123)	(1,137)	(1,577)	(14,227)
Net cash flows from operating activities	**114,842**	**15,824**	**33,547**	**(7,093)**	**(11,164)**	**(1,199)**	**139,637**
CASH FLOWS FROM INVESTING ACTIVITIES							
Cash received							
Proceeds from sale of Loans/investments	56	36	63	31	36	297	906
Receipt of Dividends/Capital withdrawal from Public Entities	0	0	0	0	0	259	2,422
Cash Used						0	0
Purchase of property, plant and equipment	(2,875)	(2,910)	(2,937)	(3,160)	(2,360)	(1,042)	(31,271)
Purchase of Loans/investments	(56)	(56)	(56)	(56)	(56)	(48)	(680)
Equity injection paid to public authorities	(2,675)	(1,175)	(1,675)	(1,673)	(1,175)	(1,176)	(19,039)
Net cash flows from investing activities	**(5,550)**	**(4,105)**	**(4,605)**	**(4,858)**	**(3,555)**	**(1,710)**	**(47,662)**
CASH FLOWS FROM FINANCING ACTIVITIES							
Repayment of Borrowings	(1,508)	(1,055)	(6,089)	(1,055)	0	(34)	(20,003)
Net cash flows from financing activities	**(1,508)**	**(1,055)**	**(6,089)**	**(1,055)**	**0**	**(34)**	**(20,003)**
Net increase/(decrease) in cash and cash equivalents	**107,784**	**10,664**	**22,853**	**(13,006)**	**(14,719)**	**(2,943)**	**71,972**
Cash and cash equivalents at beginning of period	230,976	338,760	349,424	372,277	359,271	344,552	269,637
Cash and cash equivalents at end of period	**338,760**	**349,424**	**372,277**	**359,271**	**344,552**	**341,609**	**341,609**
Unrestricted Cash Balances	211,740	217,732	240,471	227,464	212,743	213,869	213,869
General Reserves	45,832	45,832	45,884	45,884	45,884	45,936	45,936
Total Cash Reserves	257,572	263,564	286,355	273,348	258,627	259,805	259,805
Cash Days	170.1	174.0	189.1	180.5	170.8	171.5	171.5

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDING 30 JUNE 2016

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2014	108,304	799,282	510,950	1,418,536
Changes in accounting policy	0	0	0	0
Prior Year Adjustments	0	0	0	0
Restated balance	108,304	799,282	510,950	1,418,536
Gain/(loss) other changes on Revaluation Reserve	0	5,096	0	5,096
Transfers	22,890	0	(22,890)	0
				0
Net revenue / expenses recognised directly in net worth	22,890	5,096	(22,890)	5,096
Surplus for the period 2014/15			134,606	134,606
Total recognised revenues and expenses for the period	22,890	5,096	111,716	139,702
Balance at 30 June 2015 carried forward	**131,194**	**804,378**	**622,666**	**1,558,238**
	Statutory Reserves	**Revaluation/ Other Reserve**	**Accumulated Surplus/ (deficits)**	**Total**
Balance at 30 June 2015 brought forward	131,194	804,378	622,666	1,558,238
Changes in net worth for 2014/15				
Changes in accounting policy	0	0	0	0
Prior Year Adjustments	0	0	0	0
Restated balance	131,194	804,378	622,666	1,558,238
Gain/(loss) other changes on Revaluation Reserve	0	21,395	0	21,395
Transfers	1,794		(1,794)	0
				0
Net revenue / expenses recognised directly in net worth	1,794	21,395	(1,794)	21,395
Surplus for the period 2015/16			121,320	121,320
Total recognised revenues and expenses for the period	1,794	21,395	119,526	142,715
Balance at 30 June 2016	**132,988**	**825,773**	**742,192**	**1,700,953**

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT BORROWINGS MATURTITY PROFILE
FOR THE YEAR ENDING 30 JUNE 2016

NOTE 1: *Statement of Borrowings*

	Core Government Loans	Self-Financing loans	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
	$000	**$000**	**$000**	**$000**	**$000**
Local Currency Debt					
Not later than one year	0	0	0	0	0
Between one and two years	0	0	0	0	0
Between two and five years	0	0	0	0	0
Later than five Years	0	0	0	0	0
Total Local Currency Debt	**0**	**0**	**0**	**0**	**0**
Foreign Currency Debt (stated in $CI)					
Not later than one year	34,837	34	34,871	19,647	25,338
Between one and two years	34,838	68	34,906	35,185	20,413
Between two and five years	337,681	51	337,732	347,738	95,429
Later than five years	95,755	145	95,900	120,842	407,753
Total Foreign Currency Debt	**503,111**	**298**	**503,409**	**523,412**	**548,933**
Total Outstanding Debt	**503,111**	**298**	**503,409**	**523,412**	**548,933**
Net Public Debt	**503,111**	**298**	**503,409**	**523,412**	**548,933**

NOTE 1: *Statement of Borrowings (continued)*

		Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
	Original Borrowing	Outstanding Balance KYD	Outstanding Balance KYD	Outstanding Balance KYD
		$000	$000	$000
Foreign Currency Debt				
Central Government loans				
The Cayman Islands Government Securities Law, 2003	USD 163.2 M	18,224	27,336	36,448
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	USD 312 M	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	USD 18 M	0	0	801
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	USD 15.6 M	0	0	727
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 30th June 2005				
FirstCaribbean International Bank (Cayman) Limited	USD 18 M	0	0	1,500
Loan Agreement #10090596 of US$74,399,940.48 with an initial drawdown of US$17,999,985.60 on 30th June 2005 US$17,999,985.60 amortised over 10 years at fixed rate of interest of 4.8475% pa with quarterly payments of Principal US$449,999.64 + interest				

NOTE 1: *Statement of Borrowings (continued)*

Statement of Borrowings		**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	Original Borrowing	**Outstanding Balance KYD**	**Outstanding Balance KYD**	**Outstanding Balance KYD**
Foreign Currency Debt		**$000**	**$000**	**$000**
Central Government loans				
FirstCaribbean International Bank (Cayman) Limited	USD 28.8 M	7,200	8,800	10,400
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	USD 12 M	0	556	1,667
Loan Agreement of US$74,399,940.48 with a third drawdown of US$11,999,999.40 on 14 December 2006 amortised over 15years at 3 month Libor rate + margin with quarterly payments of interest + Principal US$333,333.00 commencing 14 March 2007. Converted to a fixed rate loan for 5 years from 14 Dec 08 to 14 Dec 13 at an interest rate of 3.2% pa.				
FirstCaribbean International Bank (Cayman) Limited	USD 156 M	0	0	1,625
Loan Agreement of US$74,399,940.48 with a fourth drawdown of US$15,599,964.48 on 29 June 2007 amortised over 8 years at 3 month Libor rate + margin with quarterly payments of interest + Principal US$487,498.89 commencing 28 September 2007. Converted to a fixed rate loan for 5 years from 29 Dec 08 to 29 Dec 2013 at 2.82% pa.				
FirstCaribbean International Bank (Cayman) Limited	USD 63 M	25,375	28,875	32,375
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	USD 45.6 M	18,367	20,900	23,433
A second draw down in the amount of US$45,599,963.52 on Loan Agreement of US$155,759,875.39 was drawn on 24 June 2008 at 1 month libor plus 0.50% margin. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US$760,000 plus interst commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				
FirstCaribbean International Bank (Cayman) Limited	USD 47.2 M	17,685	20,305	22,925
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 drawndown 26 Oct 07, CI$7.3m drawndown on 23 Nov 07 and a third drawdown of CI$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs with 1/4ly payts of Principal US$786,000 plus interst commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa. Interest rate was fixed at 2.67% on 11 February 2014 for the remaining life of the loan.				

NOTE 1: *Statement of Borrowings (continued)*

Statement of Borrowings		**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	Original Borrowing	**Outstanding Balance KYD**	**Outstanding Balance KYD**	**Outstanding Balance KYD**
		$000	**$000**	**$000**
Foreign Currency Debt				
Central Government loans				
FirstCaribbean International Bank (Cayman) Limited	USD 185.1 M	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	USD 5.4 M	0	0	152
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 drawn down leaving US$420,280 which was duly cancelled by Caribbean Development Bank.				
University College of the Cayman Islands				
European Investment Bank	ECU 1.5 M	731	780	918
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. Loan was re-classified as Core Government 30 June 2014.				
Total Central Government loans		**503,110**	**523,080**	**548,499**

NOTE 1: *Statement of Borrowings (continued)*

Statement of Borrowings		**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	Original Borrowing	**Outstanding Balance KYD**	**Outstanding Balance KYD**	**Outstanding Balance KYD**
Self-Financing loans		**$000**	**$000**	**$000**
European Investment Bank	ECU 0.3 M	43	56	79
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.				
European Investment Bank	ECU 0.7 M	256	276	355
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.				
Total Self Financing loans		**299**	**332**	**434**
Total Gross Public Debt		**503,409**	**523,412**	**548,933**

Type	**One year or less**	**One to five Years**	**Over five Years**	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	$	$	$			
Capital Commitments						
Property, plant and equipment	15,379	2,000	0	17,379	17,431	23,241
Other fixed assets	244	0	0	244	0	0
Other commitments (list separately if material)	4,000	0	0	4,000	0	0
Total Capital Commitments	19,623	2,000	0	21,623	17,431	23,241
Non-cancellable accommodation leases	1,268	2,230	0	3,498	3,965	3,965
Other non-cancellable leases	0	0	0	0	318	318
Non-cancellable contracts for the supply of goods and services	25	0	0	25	0	0
Other operating commitments	3,975	3,975	0	7,950	7,752	10,336
Total Operating Commitments	5,268	6,205	0	11,473	12,035	14,619
Total Commitments	**24,891**	**8,205**	**0**	**33,096**	**29,466**	**37,860**

CONTINGENT LIABLILITIES AND ASSETS

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Guarantees			
Cayman Islands Turtle Farm (1983) Ltd	11,586	14,200	17,935
80% weighting of outstanding loan balance			
Cayman Airways Ltd	16,283	18,491	21,171
80% weighting of outstanding loan balance			
Cayman Islands Airport Authority	0	82	87
20% weighting of outstanding loan balance			
Water Authority Cayman	1,516	2,061	2,316
20% weighting of outstanding loan balance			
Cayman Islands Development Bank	13,989	18,299	18,493
50% weighting of outstanding loan balance			
Port Authority	386	681	962
20% weighting of outstanding loan balance			
National Housing Community Development Trust	12,594	13,583	14,549
80% weighting of outstanding loan balance			
Total Quantifiable Guarantees	**56,354**	**67,396**	**75,513**
Other Contingent Liabilities			
Government Guaranteed Home Assistance Mortgage Program	**12,300**	**12,300**	**12,300**
Government guarantee of 35% of $51.2 million of mortgages			
Total Other Contingent Liabilities	**12,300**	**12,300**	**12,300**

NOTE 2: *Cash & Cash Equivalents*

Description	Foreign Currency	Exchange Rate	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
US $ Operational Current Account	14,105	0.8375	11,813	15,065	5,423
CI$ Cash in Hand	188	1.0000	188	612	76
CI $ Operational Current Account	29,414	1.0000	29,414	43,689	2,125
CI$ Other Bank Accounts	379	1.0000	379	923	923
Other Short Term Investments	289,203	1.0000	289,203	196,620	155,215
MLAT KYD Bank Account	5,365	1.0000	5,365	5,365	5,365
MLAT USD Bank Account	2,775	0.8375	2,324	2,324	2,441
CI$ Payroll Account	2,926	1.0000	2,926	5,039	2,333
TOTAL			**341,612**	**269,637**	**173,901**

NOTE 3: *Trade and other Receivables*

Trade Receivables	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Coercive Revenue	17,255	12,520	18,189
Outputs to other government agencies	542	2,444	3,572
Sale of goods and services	27,418	31,071	35,111
Less: Provision for Trade Receivables	(17,436)	(22,553)	(22,553)
Total Trade Receivables & other Receivables	**27,779**	**23,482**	**34,319**

Other Receivables	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Advances (salary, Official Travel, etc.)	67	4	460
Dishonoured cheques	716	1,017	1,071
Dividend receivable	150	1,375	2,694
Interest receivable	1	80	34
Statutory Authorities & Government Companies	298	370	0
Other Receivables	2,599	280	280
Loans	5	5	0
Other Non-Current Assets	664	168	0
Less: Provision for Other Receivables	(500)	(500)	(500)
Total other receivables	**4,000**	**2,799**	**4,039**

	Trade Receivables	**Other Receivables**	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Current					
Past due 1-30 days	9,454	3,934	13,388	10,374	21,954
Past due 31-60 days	1,401	5	1,406	363	435
Past due 61-90 days	2,504	5	2,509	1,924	2,307
Past due 90 and above	1,420	0	1,420	1,486	1,782
Non-Current					
Past due 1 year and above	13,000	56	13,056	12,134	11,880
Total	**27,779**	**4,000**	**31,779**	**26,281**	**38,358**

Movements in the provision of Loans, Trade and Other Receivables

Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Balance at 1 July	(36,337)	(36,260)	(34,588)
Additional provisions made during the year	0	(77)	(1,672)
Receivables written off during the period	5,022	0	0
Total	**(31,315)**	**(36,337)**	**(36,260)**

NOTE 4: *Inventories*

Description	Current	Non-Current	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Inventory held for use in the provision of goods and services	266	0	266	595	2,745
Work in Progress and finished goods	1,761	0	1,761	1,873	640
TOTAL INVENTORIES	**2,027**	**0**	**2,027**	**2,468**	**3,385**

NOTE 5: *Investments in Associates*

Investment	Date of Acquisition	Holding	Particulars	Cost	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
SAGICOR	1-Sep-05		Shares	20,000	1,860	1,860	1,860
Caribbean Development Bank		117 Shares		USD $6031.74 ea	591	591	591
Total					**2,451**	**2,451**	**2,451**

NOTE 6: *Prepayments*

Description	Current	Non-Current	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Accrued Prepayments	0	0	0	944	2,315
Prepaid Insurance	7,864	0	7,864	5,780	6,128
Other	3	0	3	12	397
Total	**7,867**	**0**	**7,867**	**6,736**	**8,840**

NOTE 7: *Loans*

Loan Description	**Current**	**Non-Current**	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Overseas Medical loans	0	12,917	12,917	12,851	12,792
Personal loans to staff	56	0	56	133	0
Civil Service Mortgages to staff	0	219	219	239	356
Student loans	270	0	270	270	0
Loans to Statutory Authorities and Government Companies	211	591	802	580	1,223
Loans to farmers	200	0	200	198	0
Home School Association	0	0	0	0	74
Other Loans	0	248	248	1,522	1,204
Settlement Loans	68	0	68	142	0
Provision outstanding loans	(470)	(12,909)	(13,379)	(13,284)	(13,207)
BALANCE AS AT 30 JUNE	**335**	**1,066**	**1,401**	**2,651**	**2,442**

NOTE 8: *Property, Plant and Equipment*

Cost of Property, Plant and Equipment	**Land**	**Plant and equipment**	**Buildings and Leasehold**	**Leasehold Improvements**	**Furniture and Fittings**	**Computer Hardware**	**Office Equipment**	**Roads and Sidewalks**
Balance as at 1 July 2014	591,521	38,096	376,771	2,624	11,146	27,484	5,837	702,113
Additions	3,150	259	904	13	505	960	447	0
Disposals and Derecognisation	0	(3)	(35)	(4)	(251)	(322)	(207)	0
Revaluation	0	0	8,877	0	0	0	0	0
Transfers	0	(115)	(12,250)	0	(83)	(62)	(29)	0
Balance as at 30 June 2015	**594,671**	**38,237**	**374,267**	**2,633**	**11,317**	**28,060**	**6,048**	**702,113**
	Land	**Plant and equipment**	**Buildings and Leasehold**	**Leasehold Improvements**	**Furniture and Fittings**	**Computer Hardware**	**Office Equipment**	**Roads and Sidewalks**
Balance as at 1 July 2015	594,671	38,237	374,267	2,633	11,317	28,060	6,048	702,113
Additions	2,700	1,483	1,939	0	100	1,636	46	0
Disposals and Derecognisation	0	0	0	0	0	(3)	(16)	0
Transfers	0	0	500	0	0	0	3	0
Balance as at 30 June 2015	**597,371**	**39,720**	**376,706**	**2,633**	**11,417**	**29,693**	**6,081**	**702,113**
Accumulated Depreciation and Impairment losses								
	Land	**Plant and equipment**	**Buildings and Leasehold**	**Leasehold Improvements**	**Furniture and Fittings**	**Computer Hardware**	**Office Equipment**	**Roads and Sidewalks**
Balance as at 1 July 2014	0	23,567	40,648	1,903	6,090	22,785	5,040	23,404
Transfers	0	(90)	(7,053)	(41)	(48)	(62)	54	0
Impairment Reserve 2014/15 (closing balance)	0	0	0	0	0	0	0	0
Depreciation Expense 2014/15	0	1,781	12,694	142	693	1,619	303	7,925
Eliminate on Disposal or Derecognisation 2014/15	0	0	(14)	(4)	(231)	(38)	(144)	0
Balance as at 30 June 2015	**0**	**25,258**	**46,275**	**2,000**	**6,504**	**24,304**	**5,253**	**31,329**

NOTE 8: *Property, Plant and Equipment (Continued)*

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks
Balance as at 1 July 2015	0	25,258	46,275	2,000	6,504	24,304	5,253	31,329
Transfers	0	0	(868)	0	0	0	0	0
Depreciation Expense 2015/16	0	2,110	9,692	140	784	1,956	367	7,925
Eliminate on Disposal or Derecognisation 2015/16	0	0	941	0	0	(3)	(16)	0
Balance as at 30 June 2015	**0**	**27,368**	**56,040**	**2,140**	**7,288**	**26,257**	**5,604**	**39,254**
Net Book value 30 June 2015	**594,671**	**12,979**	**327,992**	**633**	**4,813**	**3,756**	**795**	**670,784**
Net Book value 30 June 2016	**597,371**	**12,352**	**320,666**	**493**	**4,129**	**3,436**	**477**	**662,859**

NOTE 8: *Property, Plant and Equipment (Continued)*

Cost of Property, Plant & Equipment	**Water Retriculation**	**Infrastructure**	**Motor Vehicles**	**Marine Vessels**	**Aircraft**	**Other assets**	**Assets under construction or development**	**Impairment Reserve**	**Total**
Balance as at 1 July 2014	16	11,156	26,581	5,653	4,862	8,225	84,987	0	1,897,072
Additions	0	37	1,607	40	0	327	14,007	0	22,256
Disposals and Derecognisation	0	(373)	(516)	(22)	0	(384)	(176)	0	(2,293)
Revaluation	0	0	0	0	0	0	0	0	8,877
Transfers	0	(92)	(157)	(15)	0	(11)	(1,731)	0	(14,545)
Balance as at 30 June 2015	**16**	**10,728**	**27,515**	**5,656**	**4,862**	**8,157**	**97,087**	**0**	**1,911,367**

	Water Reticulation	**Infrastructure**	**Motor Vehicles**	**Marine Vessels**	**Aircraft**	**Other assets**	**Assets under construction or development**	**Impairment Reserve**	**Total**
Balance as at 1 July 2015	16	10,728	27,515	5,656	4,862	8,157	97,087	0	1,911,367
Additions	0	148	598	180	0	107	21,045	0	29,982
Disposals and Derecognisation	0	0	0	0	0	0	0	0	(19)
Transfers	0	0	0	15	0	6	(599)	0	(75)
Balance as at 30 June 2015	**16**	**10,876**	**28,113**	**5,851**	**4,862**	**8,270**	**117,533**	**0**	**1,941,255**

Accumulated Depreciation and Impairment Losses

	Water Reticulation	**Infrastructure**	**Motor Vehicles**	**Marine Vessels**	**Aircraft**	**Other assets**	**Assets under construction or development**	**Impairment Reserve**	**Total**
Balance as at 1 July 2014	1	4,258	21,598	2,402	2,029	5,641	0	0	159,366
Transfers	0	(38)	(5,370)	(6)	(82)	(4)	0	0	(12,740)
Impairment Reserve 2014/15 (closing balance)	0	0	0	0	624	0	0	0	624
Depreciation Expense 2014/15	1	787	1,512	230	452	595	0	0	28,734
Eliminate on Disposal or Derecognisation 2014/15	0	0	0	0	0	(347)	0	0	(778)
Balance as at 30 June 2015	**2**	**5,007**	**17,740**	**2,626**	**3,023**	**5,885**	**0**	**0**	**175,206**

NOTE 8: *Property,* *Plant and*

Equipment (Continued)

	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Impairment Reserve	Total
Balance as at 1 July 2015	2	5,007	17,740	2,626	3,023	5,885	0	0	175,206
Transfers	0	0	0	0	0	0	0	0	(868)
Depreciation Expense 2015/16	1	930	1,698	236	10	556	0	0	26,405
Eliminate on Disposal or Derecognisation 2015/16	0	0	0	0	0	0	0	0	922
Balance as at 30 June 2015	**3**	**5,937**	**19,438**	**2,862**	**3,033**	**6,441**	**0**	**0**	**201,665**
Net Book value 30 June 2015	**14**	**5,721**	**9,775**	**3,030**	**1,839**	**2,272**	**97,087**	**0**	**1,736,161**
Net Book value 30 June 2016	**13**	**4,939**	**8,675**	**2,989**	**1,829**	**1,829**	**117,533**	**0**	**1,739,590**

NOTE 9: *Intangible Assets*

	Computer Software	Total
Balance as at 30 June 2014	14,393	14,393
Additions	1,725	1,725
Balance as at 30 June 2015	**16,118**	**16,118**
	Computer Software	**Total**
Balance as at 30 June 2015	16,118	16,118
Additions	1,289	1,289
Transfers	76	76
Balance as at 30 June 2016	**17,483**	**17,483**

Accumulated Depreciation and Impairment Losses

	Computer Software	Total
Balance as at 30 June 2014	10,463	10,463
Impairment Reserve 2014/15 (closing balance)	663	663
Depreciation Expense 2014/15	893	893
Balance as at 30 June 2015	**12,019**	**12,019**
	Computer Software	**Total**
Balance as at 30 June 2015	12,018	12,018
Depreciation Expense 2015/16	863	863
Balance as at 30 June 2016	**12,881**	**12,881**
Net Book value 30 June 2015	**4,099**	**4,099**
Net Book value 30 June 2016	**4,602**	**4,602**

NOTE 10: *Net Worth of Public Entities*

Description	01-07-2015 Net worth Balance	Equity Injection	Budget 2015-16 Profit or (Loss)	Dividends and Capital Withdrawal	30-06-2016 Net worth Balance	Profit or (Loss) Forecast 2014/15	Profit or (Loss) Unaudited Actual 2013/14
Auditors Oversight Authority	256	0	(24)	0	232	(31)	26
Cayman Airways Ltd.	(44,673)	5,100	953	0	(38,620)	999	(1,989)
Cayman Islands Airport Authority	61,435	0	10,578	0	72,013	9,534	5,539
Cayman Islands Development Bank	9,050	1,500	(34)	0	10,516	(11)	137
Cayman Islands Monetary Authority	23,272	0	1,000	0	24,272	0	2,784
Cayman National Cultural Foundation	4,870	0	(86)	0	4,784	0	(96)
Cayman Turtle Farm	9,555	9,000	(7,268)	0	11,287	(7,423)	(7,658)
Children and Youth Services Foundation	1,152	0	170	0	1,322	188	337
Cayman Islands National Insurance Company	14,035	0	(1,743)	0	12,292	155	940
Civil Aviation Authority	5,830	0	2,935	(2,201)	6,564	2,414	3,128
Electricity Regulatory Authority	1,421	0	227	(150)	1,498	263	278
Health Services Authority	81,246	1,000	501	0	82,747	2,202	1,066
Information Communications and Technology Authority	1,820	0	60	(8)	1,872	0	233
Maritime Authority of the Cayman Islands	3,293	0	294	0	3,587	281	294
National Gallery	2,959	0	(181)	0	2,778	(150)	(116)
National Housing and Development Trust	4,056	2,439	(805)	0	5,690	(901)	(1,271)
National Museum	2,855	0	0	0	2,855	0	8
National Roads Authority	4,141	0	0	0	4,141	25	(91)
National Drug Council	323	0	0	0	323	0	(25)
Port Authority	45,091	0	2,918	0	48,009	2,751	1,972
Sister Islands Affordable Housing	1,594	0	(41)	0	1,553	(51)	(43)
Stock Exchange	1,910	0	387	(291)	2,006	206	272
Tourism Attraction Board	11,483	0	0	0	11,483	(2)	(61)
University College of the Cayman Islands	5,568	0	0	0	5,568	307	(76)
Water Authority	66,659	0	3,041	(100)	69,600	2,366	3,539
Total	**319,201**	**19,039**	**12,882**	**(2,750)**	**348,372**	**13,122**	**9,127**

NOTE 11: *Trade Payables, other Payables and Accruals*

	Current	Non-Current	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Creditors	32,446	0	32,446	15,188	16,625
Creditors other government agencies	10	0	10	9,167	10,490
Payroll Deductions	1,150	0	1,150	1,099	1,287
Outputs to other government agencies SAGC	887	0	887	0	0
Operating Lease	6	0	6	0	6
Accrued Expenses	23,307	0	23,307	35,449	41,920
Accrued Expenses other government agencies	50	0	50	0	0
Transfers payable	0	0	0	0	29
Loan Interest Payable	3,823	0	3,823	3,968	4,106
Statutory bodies – self-financing loan Interest	0	0	0	2	0
Deposits from Statutory Authorities and Government Companies	2,023	0	2,023	2,017	2,017
Non-current current payables and accruals	0	0	0	0	59
Other payables	6,233	0	6,233	13,196	15,150
Total trade payables other payables and accruals	**69,935**	**0**	**69,935**	**80,086**	**91,689**

NOTE 12: *Unearned Revenue*

Details	Current	Non-Current	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Rentals paid in advance	24	0	24	0	0
Customs deposits	1,466	0	1,466	1,582	1,756
Revenue deposits	88	0	88	922	5,358
Other unearned revenue	19,517	0	19,517	20,763	22,327
Total unearned revenue	**21,095**	**0**	**21,095**	**23,267**	**29,441**

NOTE 13: *Employee Entitlements*

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Annual Leave	3,348	3,463	5,077
Retirement and long service leave	2,246	2,605	1,396
Accrued salaries	291	291	638
Pension	101	0	0
Total current portion	**5,986**	**6,359**	**7,111**
Non-current employee entitlements are represented by:			
Non-current Retirement and long service leave	0	0	121
Total employee entitlements	**5,986**	**6,359**	**7,232**

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 **1 January 2011**.

Summary Public Service Pensions Plan Actuarial Valuation	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Public Service Pensions Plan Actuarial Valuation	(165,860)	(165,860)	(165,860)
Parliamentarian pensions plan actuarial valuation	(12,910)	(12,910)	(12,910)
Judicial Public Service Pensions Plan Actuarial Valuation	447	447	447
Fund deficiency	**(178,323)**	**(178,323)**	**(178,323)**
Additional details on the valuation are:			
Public Service Pensions Plan Actuarial Valuation			
	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Value of pension fund allocated assets - PSP	309,870	309,870	309,870
Past service liability - PSP	(475,730)	(475,730)	(475,730)
Fund deficiency	**(165,860)**	**(165,860)**	**(165,860)**
Parliamentarian pensions plan actuarial valuation			
	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Value of pension fund allocated assets - PPP	3,740	3,740	3,740
Past service liability - PPP	(16,650)	(16,650)	(16,650)
Fund deficiency	**(12,910)**	**(12,910)**	**(12,910)**
Judicial Public Service Pensions Plan Actuarial Valuation			
	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Value of pension fund allocated assets - JPSP	2,735	2,735	2,735
Past service liability - JPSP	(2,288)	(2,288)	(2,288)
Fund surplus	**447**	**447**	**447**

The principal assumptions 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.

The results of a pensions accounting valuation for Core Government, completed in September 2014, estimated the defined benefit pension's obligation as at 30 June 2014 to be $411 million with the pension's expense totalling $24 million for the year ended 30 June 2014. The assumptions of the actuarial valuation are currently being reviewed by the Government and therefore the pension obligation and related expenditure has not been formally recognized on the Statements of Financial Position and Performance.

Unfunded Post-Retirement Health Care

In addition to the Past Service Pension Liability, the Government also recognizes its obligations for the future health care costs of Civil Servants who earned that benefit based on their prior service with the Government.

Previously Civil Servants who worked for a minimum of 10 years with the Government would be entitled to a health care benefit upon retirement. However, the Public Service Management Law now requires that the employee puts in the same amount of years of qualifying service and also retire from the Civil Service in order to obtain such benefits in the future.

The results of health care liability actuarial valuation, completed in September 2014, estimated the post-retirement health care obligation as at 30 June 2014 to be $1.18 billion with an additional post-retirement medical expense totalling $87 million for the year ended 30 June 2014. The assumptions of the actuarial valuation are currently being reviewed by the Government and therefore the post-retirement health care obligation and related expenditure have not been formally recognized on the Statements of Financial Position and Performance.

Therefore for all intents and purpose, the Government is on a "pay-as-you-go" plan in respect of post-retirement health care liabilities.

Currently, no long term assets are set aside off balance sheet in respect of the Government's post healthcare liability.

NOTE 15: *Reserves*

Reserve	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Housing Guarantee Reserve Fund	1,652	2,141	2,356
Environmental Protection Fund	57,800	56,337	51,089
Infrastructure Development Fund	2,228	2,228	2,228
Retained Earnings held as General Reserves	45,935	45,726	45,497
Student Loan Reserve	2,017	1,911	1,806
National Disaster Fund	5,069	4,655	4,242
SINKING FUND for 2009 Bond Issue (US$312M)	18,287	18,196	1,086
Total Reserves	**132,988**	**131,194**	**108,304**

	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
ENVIRONMENTAL PROTECTION FUND			
Opening Balance	56,337	51,089	46,364
Interest	214	206	201
Transfer into EPF	5,463	5,248	4,728
Interest transfer to General Revenue	(214)	(206)	(204)
Transfer to General Revenue	(4,000)	0	0
Closing Balance	**57,800**	**56,337**	**51,089**
INFRASTRUCTURE DEVELOPMENT FUND			
Opening Balance	2,228	2,228	2,228
Interest	7	7	7
Interest Transfer to General Revenue	(7)	(7)	(7)
Closing Balance	**2,228**	**2,228**	**2,228**
STUDENT LOAN RESERVE			
Opening Balance	1,911	1,806	1,701
Interest	6	5	5
Transfers from General Revenues	100	100	100
Closing Balance	**2,017**	**1,911**	**1,806**
HOUSING LOAN RESERVE			
Opening Balance	2,141	2,356	2,500
Interest	8	9	5
Transfers from General Revenues	0	0	935
Outflow	(497)	(224)	(1,084)
Closing Balance	**1,652**	**2,141**	**2,356**

NOTE 15: *Reserves (Continued)*

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
NATIONAL DISASTER FUND			
Opening Balance	4,655	4,242	3,830
Interest	14	13	12
Transfers from General Funds	400	400	400
Closing Balance	**5,069**	**4,655**	**4,242**
GENERAL RESERVES			
Opening Balance	45,726	45,497	44,504
Interest Income	209	229	265
Transfer from General Revenue	0	0	728
Closing Balance	**45,935**	**45,726**	**45,497**
SINKING FUND for 2009 Bond Issue (US$312M)			
Opening Balance	18,196	1,086	783
Interest	91	55	3
Transfer in from General Revenue	0	17,055	300
Closing Balance	**18,287**	**18,196**	**1,086**
Total	**132,988**	**131,194**	**108,304**

RESERVE FUND DEPOSIT BALANCES

Fund	**Where Held**	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	CNB	16,423	16,341	16,256
	BNS	16,188	16,123	16,046
	BOB	13,325	13,263	13,195
Sub Total		**45,936**	**45,727**	**45,497**
Student Loan	**BNS**	2,017	1,912	1,806
Sub Total		**2,017**	**1,912**	**1,806**
National Disaster Fund	**BNS**	5,068	4,654	4,241
Sub Total		**5,068**	**4,654**	**4,241**
Housing Guarantee Reserve	**BOB**	418	911	906
	BNS	1,234	1,230	1,593
Sub Total		**1,652**	**2,141**	**2,499**
Infrastructure Development	**BNS**	2,228	2,228	2,228
Sub Total		**2,228**	**2,228**	**2,228**
Environmental Protection	**BOB**	19,542	19,542	14,393
	BNS	15,114	19,114	19,114
	CNB	17,898	13,228	13,229
Sub Total		**52,554**	**51,884**	**46,736**
Sinking Fund for 2009 Bond Issue (US$312M)	**CNB**	18,287	18,196	1,086
Sub Total		**18,287**	**18,196**	**1,086**
Total Reserve Funds		**127,742**	**126,742**	**104,093**

NOTE 16: *Coercive Revenue*

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Accreditation Grant	0	1	0
Alcoholic Beverages Duty	17,995	17,965	17,299
Annual fee for Certificate of Direct Investment - Fee equivalent to that payable for a work permit	28	0	28
Annual Permanent Resident Work Permit Fee	11,520	12,358	9,114
Bank Charges Reimbursable	0	2	2
Banks and Trust Licenses	31,362	32,851	34,225
Birth, Deaths & Marriages Registration	99	96	94
Building Permit Fees	1,967	2,079	1,637
Business Premise Fee	0	0	1
Business Staffing Plan Board Fees	59	115	55
Business Visitors Permit	1	4	1
Caymanian Status Fees	522	619	509
Change of Directors	0	1	8
Cinematographic Licenses	0	0	12
Compounded Penalties	37	20	34
Court Fees	1,346	1,272	1,201
Court Fines	1,260	1,271	1,201
Cruise Ship Departure Charges	9,915	9,985	8,666
CUC - License	2,530	2,695	1,943
Customs Fines	27	20	31
Debit Transaction Fees	2,605	2,640	2,408
Departure Tax	0	0	3,296
Dependant of Caymanian Grant Fee	2	0	0
Environmental Protection Fund Fees	5,801	5,543	5,029
EZG- Special Economic Zone Employment Certificate Grant Fee	102	195	209
Firearms Licenses	2	40	59
Fisheries Licenses	0	0	1
FPW - Final WP Non-renewal (90days) - Grant	3	7	3
Gasoline Diesel Duty	16,610	22,805	35,989
General Registry Fees	0	0	3
General Search Fees	283	273	255
Grant of Temporary Work Permit - Seasonal Worker	42	31	28
Grant of Temporary Work Permit - Entertainer	2	0	1
Health Insurance Fund Fee	0	0	520
Health Practitioners' Board Fee	632	507	107

NOTE 16: *Coercive Revenue (Continued)*

Revenue Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Hotel Licenses	188	193	173
Hurricane Ivan Loans Received	0	5	10
ICTA Licences	7,400	7,376	7,235
Immigration Fines	354	371	250
Immigration Non-Refundable Repatriation Fee	1,361	1,262	1,264
Infrastructure Fund fee	850	1,117	397
Insurance Licenses	9,946	8,817	9,105
Insurance Stamp Duty	1,200	1,271	1,422
Issue Fee for Certificate of Direct Investment	20	0	24
Issue Fee for Specialist Caregiver Certificate	31	25	28
Key Employee Designation	0	18	523
Land Holding Companies Share Transfer Charge	1,078	189	1,985
Land Registry Fees	1,065	1,117	1,001
Law Firm Operational	2,150	2,310	2,040
Legal Practioner Fee	1,428	1,618	1,480
Liquor Licenses	616	651	663
Local Co. and Corp. Mgmt. Fees	2,674	2,565	2,873
Local Company Control License Grants/Renewals	377	382	382
Local Vessel Licenses	37	38	0
Miscellaneous Immigration Fees	0	0	1
Miscellaneous Income (Executive Only)	0	722	827
Miscellaneous Lands & Survey Fees	0	27	0
Miscellaneous Licenses	0	41	59
MLAT proceeds	0	0	215
Money Services Licence	79	70	74
Money Transfer Fees	2,400	2,268	2,345
Motor Vehicle Charges	12,636	13,445	11,057
Motor Vehicle Drivers Licences	525	1,643	2,601
Motor Vehicle Duty	11,316	11,657	11,109
Motor Vehicle Environmental Tax	788	1,157	965
Mutual Fund Administrators	43,865	44,860	45,140
Notary Public Fees	275	279	274
Not-for-Profit Licence	0	6	4
Other Company Fees - Exempt	91,558	89,900	85,935
Other Company Fees - Foreign	6,992	7,238	5,675
Other Company Fees - Non-Resident	2,581	2,572	4,091
Other Company Fees - Resident	2,758	2,530	3,118
Other Import Duty	97,242	90,296	91,529
Other Stamp Duty	8,849	8,129	9,107

NOTE 16: *Coercive Revenue (Continued)*

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Package Charges	1,150	1,034	1,018
Partnership Fees	38,766	37,525	31,806
Patents and Trademarks	1,566	1,848	1,420
PCW - Provision for continuation of work permit - Grant	1,243	1,596	1,199
Planning Fees	889	930	978
Procedural Fines	205	59	138
Proceeds of Liquidated Entities	15,175	0	0
Proceeds of Crime Law (PoCL)	0	0	15
PTW - Provision for Temporary Continuation of Work - Grant	0	0	18
Public Records	102	95	85
Public Transport - Drivers Licenses	18	11	10
Public Transport - Operator Licenses	15	3	1
Radio Licenses	0	16	0
Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	5	5	5
Residency & Employment Rights Certificate by Dependent of a P.R	255	165	137
Residency & Employment Rights Certificate Issue Fee	1,096	2,215	1,841
Residency and Employment Rights Certificate by Spouse of a Caymanian	182	143	175
Residency Certificate for Persons of Independent Means Grant Fee	440	273	421
RFI - Permanent Residence - Persons of Independent Means	100	306	101
Royalties and Dredging	0	40	81
Security Investments	12,980	13,235	13,111
Ship Registration Fees	129	149	124
Spear Gun Licenses	6	5	6
Special Economic Zone Employment Certificate - Renewal (2016)	49	0	0
Special Marriage Licenses	69	147	66
Stamp Duty - Land Transfers	30,000	38,398	30,502
Stamp Duty - Online Meter	300	260	255
Tax and Trust Undertakings	9,683	9,014	10,162
Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	4	0	2
Timeshare Ownership	720	651	701
Tobacco Dealer Registration fees	82	95	104
Tobacco Products Duty	7,624	8,323	6,864
Tourist Accommodation Charges	19,055	19,854	18,725
Traders Licenses	4,580	5,568	6,109
Trust Registration Fees	773	860	857

NOTE 16: *Coercive Revenue (Continued)*

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
W.I.Z. - Boat Licensing	3	10	30
Website - Recovery Fees	0	261	65
Website Recovery	140	0	0
WGG-Term Limit Exemption Permit Amendment Fee	0	0	2
Work Permits Fees	63,220	60,453	55,689
Working Under Operation of Law Fees	211	768	892
WTG-Term Limit Exemption Permit Grant Fee	0	4	48
WTR-Term Limit Exemption Permit Renewal Fee	0	4	77
Total Revenue	**628,226**	**623,883**	**612,790**

NOTE 17: *Other Revenue*

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Save the Mortgage Loan Repayment	40	59	57
Total	**40**	**59**	**57**

NOTE 18: *Sale of Goods and Services*

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Outputs to other government agencies	2,082	2,589	2,012
Fees and charges	22,571	24,169	23,906
General sales	5,433	6,481	5,499
Rentals	1,358	1,413	1,272
Other	523	751	749
Total Revenue	**31,967**	**35,403**	**33,438**

Fees and Charges	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Agricultural Department Fees	280	293	306
Annual Work Permit Application Fees (Entity)	1,159	1,201	1,131
APA - Appeal to Board against decision made by an Immigration Officer Application Fee	1	8	11
Application Fee for Specialist Caregiver Certificate	6	1	2
Authentication and Apostle of Documents Fees	2,046	1,827	2,031
Bailiff Fees	1	1	0
Business Staffing Plan Application Fees (Entity)	17	11	16
Business Visitor Administration Fees	20	20	3
BVX - Business Visitors Permit - Express Determination Fee	31	40	30
Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	56	69	0
Calibration Fees	1	0	0
Caymanian Status Application Fees (Entity)	194	204	189
Customised Motor Vehicle Licence Plate Fees	30	30	29
Customs Special Attendance Fees	690	777	693
Dependant of a Caymanian Admin Fee	1	2	1
Disinfection Fees	12	11	9
Drivers Examination Fees	195	211	188
Duplicate Vehicle Log Books	39	42	40
Electrical Inspection Fees	25	24	20
Electrical Licence Fees	20	55	49
Elevator Inspection Fees	50	27	40
Environmental Service Fees	25	27	24
Examination Fees	1,556	1,893	1,874
Executive Council Appeal Fees	0	0	77
Express Fee - Work Permits	1,103	1,243	1,063
Express Land Registry	0	12	2
External Training	25	18	12
Fixed Term Work Permit Administration Fees	0	0	7
FPA - Final WP Non-renewal (90days) - Admin	3	15	1
Freedom of Information Fees	1	0	1
Fuel Importation Licensing Fees	5	0	0
Funds Received From Department of Tourism (DOT) Events	10	0	6
Funds Received from RCY Events	5	4	4
Garbage Fees	2,650	2,466	2,741
Heavy Equipment Application Fees	2	3	4
IT Consultancy	1	0	0
Key Employee Designation Application Fee	0	2	29
Land Survey Fees	90	109	120
Law School Fees	475	566	736
Local Companies Administration Fees	5	5	0

Fees and Charges	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Mail Terminal Credits	369	480	427
Maintenance of Buildings (Labour)	1	2	0
Mapping Services	85	133	75
Miscellaneous Fees	0	0	2
Motor Vehicle Inspection Fees	1,350	1,459	1,299
Motor Vehicle Licence Plate Fees	357	327	335
Naturalisation and Registration Fees	470	471	544
Online Planning System Fees	40	102	42
Other Company Fees - Exempt (Entity)	159	151	121
Other Fees	115	33	0
Other Immigration Fees	1,302	1,225	1,250
Other Labour Charges - PWD (Cayman Brac)	1	6	2
Passport Fees	637	658	623
PCA - Provision for Continuation of WP - Amendment - Admin	1	2	1
PCG - Provision for Continuation of WP - Amend	1	1	1
Pension Plan Registration Fees	1,023	1,038	999
Permanent Residence Application Fees (Entity)	0	2	1
Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	79	104	76
Planning Appeal Fees	1	1	1
Planning Inspection Call-Out Fee	8	13	11
Private Sector Computing Fees	1,041	994	911
Professional Legal Fees	0	0	35
PTA - Provision for Temporary Continuation of Work - Admin	0	0	3
Public Library Fees	20	20	24
PWA - Provision for continuation of work permit - Admin	70	101	65
Radio communications services and maintenance fees	0	65	18
REA - Extension to reside as a Dependent of a Caymanian Application Fee	0	1	1
Recycling Fees	20	21	269
Refund Processing Fees	2	3	4
Registration & Attendance Fee for Workshops	0	0	3
Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	3	2	2
Residency & Employment Rights Certificate Admin Fee	265	299	253
Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	34	42	32
Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	134	133	131

Fees and Charges	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Residency Certificate for Persons of Independent Means Admin Fee	9	12	9
Restoration of Seized Goods	1	2	1
RFA - Permanent Residence - Persons of Independent Means - Application Fee	0	1	1
RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	1	2	1
RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	2	0	0
Sale of Custom Forms	10	7	20
School Fees	195	387	466
Special Econ. Zone - Trade Certificate Fee	15	13	9
Special Econ. Zone – Trade Certificate Renewal Fee	0	17	15
Special Marriage License Application Fee	22	26	22
Temporary Residency and Employment Rights Certificate to Spouse of Caymanian Admin Fee	0	0	1
Temporary Work Permit - Seasonal Worker Application Fees (Entity)	0	3	3
Temporary Work Permit Application Fees (Entity)	854	913	832
Term Limit Exemption Permit Administrative Fee	0	0	15
Tourist Reservation Fees	0	1	13
Tower Licence Fees	136	183	195
Trade and Business Administration Fees	360	400	378
Transcript Fees	3	7	6
Variation/Amendment Fee for BSP	30	42	29
Vault Sales (Cemetery Fees)	167	187	129
Vehicle And Equip. Maintenance Fees	35	0	0
Vehicle Bank Liens	53	55	52
Vehicle Change of Ownership	189	202	187
Vehicle Disposal Fees	830	982	930
VWA - Visitor's Work Visa Application Fee	10	237	134
Warehouse	915	958	910
WEA-Term Limit Exemption Permit Renewal Administrative Fee	0	0	14
Web Receipts	300	316	410
Work Under Operation of Law Fees	16	110	74
Total Fees & Charges	**22,571**	**24,169**	**23,906**

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
General Sales			
Canteen Sales	0	118	117
CSD P&C Sales	0	1	0
Facilities Management	0	765	461
Inventory Spare Parts	55	23	0
Maintenance of Buildings (Materials)	0	65	0
Miscellaneous Sales	13	12	23
Other Postal Business	68	77	66
Philatelic Sales	25	20	20
Police Clearances	866	909	829
Postal Stamps	1,703	1,560	1,573
Prison Craft Sales	0	10	11
Prison Sales	0	4	5
Sale Of Advertising Space	473	443	297
Sale of Agric. Supplies/Produce	1,500	1,637	1,286
Sale Of Gazettes And Subscriptions	700	806	776
Sale Of Laws	24	27	31
Sale of Planning Documents	3	4	4
Temporary Work Permit - Seasonal Worker	3	0	0
Total General Sales	**5,433**	**6,481**	**5,499**

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Rentals			
Equipment Rental - PWD (Cayman Brac)	9	13	8
Postal Box Rental Fees	1,074	1,100	992
Rental - School Canteens	81	124	122
Rentals - Craft Market	60	60	60
Rentals - Government Housing	26	29	25
Rentals - Other (Formerly Tower Building)	18	0	0
Rentals - Other Properties	64	70	55
Rentals - Town Halls	26	17	10
Total Rentals	**1,358**	**1,413**	**1,272**

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Other Goods & Services Revenue			
Goods & Services Revenue			
GIS Applications	250	280	93
GPS Licenses Refund	20	22	20
Internal Audit Service Fees	30	4	33
Miscellaneous Licensing Receipts	105	105	91
Miscellaneous Receipts	118	340	512
Total Other Goods & Services Revenue	**523**	**751**	**749**
Other Interdepartmental Revenue			
Revenue from Public Authorities	2,082	2,589	2,012
Total Other Interdepartmental Revenue	2,082	2,589	2,012
Total Goods and Services	**31,967**	**35,403**	**33,438**

NOTE 19: *Investment Revenue*

Revenue type	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Interest on deposits	0	0	0
Interest on cash balances	930	699	659
Interest on Loans	20	22	21
Royalties	0	1	1
Total Investment revenue	**950**	**722**	**681**

NOTE 20: *Donations*

Source	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Hedge Funds Cayman Care	60	0	0
Other Donations	0	155	304
Total Donations	**60**	**155**	**304**

NOTE 21: *Personnel Costs*

Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Salaries, wages and allowances	192,372	178,183	178,897
Health care CINICO	37,723	32,978	32,650
Pension	21,511	20,372	22,324
Leave	116	92	692
Other personnel related costs	644	664	3,551
Total Personnel Costs	**252,366**	**232,289**	**238,114**

NOTE 22: *Supplies and Consumables*

Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Supplies and Materials	14,397	15,640	14,906
Purchase of services	42,280	40,955	40,672
Lease of Property and Equipment	5,346	6,312	6,812
Utilities	14,421	14,942	14,763
General Insurance	6,558	7,311	7,516
Travel and Subsistence	2,170	1,848	1,519
Recruitment and Training	2,174	1,628	1,268
Other Supplies and Consumables	2,183	2,096	674
Total Supplies & consumables	**89,529**	**90,732**	**88,130**

NOTE 23: *Finance Costs*

Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Interest on borrowings	27,598	28,512	30,348
Other borrowing costs	0	0	74
Overdraft Expenses	0	0	66
Interest on Deposits from Statutory Authorities and Government Companies	6	6	27
Total Finance cost	**27,604**	**28,518**	**30,515**

NOTE 24: *Litigation Cost*

Litigation Costs	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Legal Fees	560	359	374
Total Litigation cost	**560**	**359**	**374**

NOTE 25: *Gains / (Losses)*

Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Net (gain) / loss on disposal of property, plant and equipment	0	8	(65)
Net (gain) / loss on derecognition and/or revaluation of assets	0	1	1,150
Net (gain) / loss on foreign exchange transactions	(2,382)	(2,713)	(2,408)
Total (gains)/ losses	**(2,382)**	**(2,704)**	**(1,323)**

NOTE 26: *Output from Statutory Authorities and Government Companies*

Output Group	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Appropriation - SAGC Outputs			
AOA 1 - Auditors Oversight Authority	315	315	315
CAL 1 -Strategic Domestic Air Services	2,849	2,849	2,849
CAL 2 -Strategic Tourism, Regional and Core Air Services	14,457	14,957	14,957
CAY 2 - Children and Youth Services (CAYS) Foundation	2,178	2,178	2,178
CCO 1 - Teaching of Tertiary Level and Vocational Programmes (UCCI)	4,086	4,073	4,249
CDB 1 - YNBP Government Scholarship Funding Programme	43	48	48
CIN 1 - Health Insurance for Seamen and Veterans	8,355	8,731	8,521
CIN 2 - Health Insurance for Civil Service Pensioners	21,351	19,579	18,899
CMA 1 - Policy Advice to on Maritime Matters	172	172	0
CMA 2 - Technical Advice and Support on Maritime Matters	94	94	0
CMA 3 - Registration of Marine Vessels, Advice and Assistance	0	0	204
CMA 4 - State Inspections and Investigation Services	68	68	0
CMA 5 - Long Range Identification and Tracking of Ships (LRIT)	85	85	85
DVB 1 - Administration of Lending for Human Resource Development	127	127	127
DVB 2 - Administration of Lending for Small Businesses	156	156	156
DVB 3 - Administration of Mortgage Lending	243	243	243
ERA 12 - National Energy Policy Secretariat	10	15	0
HEA 2 - Medical Care for Indigents	10,971	10,971	11,711
HEA 6 - Medical Services in Cayman Brac and Little Cayman	3,445	3,445	3,365
HEA 8 - Autopsies and Coroners services	240	240	103
HEA 10 - Ambulance Services	2,247	2,247	2,589
HEA 11 - Services at District Health Clinics	2,243	2,243	2,513
HEA 12 - Mental Health Services	2,231	2,231	2,644
HEA 16 - Medical care patients over 60 Years Old	815	815	820
HEA 17 - Beyond Insurance Coverage/Un-insured	2,020	2,020	1,700
HEA 18 - School Health Services	1,430	1,430	1,914
HEA 19 - Chronic Diseases	776	776	1,034
HEA 20 - Public Health Services	1,581	1,581	1,107
HEA 21 - Medical Internship Program	150	150	334
ICT 8 - Drafting Instructions for the Development of Legislation	31	31	34
ICT 9 - Management of KY Internet Domain	25	120	132
ICT 10 - Collection and Verification of Licence Fees	100	100	112
ICT 11 - Policy Advice on ICT Matters	44	44	51
ICT 12 - Education of Local Businesses and the General Public on ICT Issues	8	8	9
ICT 13 - Regional and International Representation	43	43	47
ICT 14 - National Cyber Security Initiatives	75	0	0

NOTE 26: *Output from Statutory Authorities and Government Companies (Continued)*

Output Group	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Appropriation - SAGC Outputs			
MOA 6 - Regulation of Currency	1,400	1,400	1,400
MOA 8 - Collection of License Fees	300	300	300
MOA 12 - Regulation of the Financial Services Industry	7,110	3,310	6,310
MOA 13 - Assistance to Overseas Regulatory Authorities	980	980	980
MOA 14 - Policy Advice and Ministerial Services on Financial Services Matters	875	875	875
MUS 4 - Collection and Preservation of Significant Material Evidence	148	148	160
MUS 5 - Museum Facilities, Exhibitions and Displays	542	542	586
MUS 6 - Services to Support the Ministry, Cabinet and Other Government Entities	131	131	142
NAG 1 - Exhibitions & Art Festivals	116	402	434
NAG 2 - National Art Collection	67	0	0
NAG 3 - Art Education & Outreach Programmes	219	0	0
NCF 7 - Preservation of National Art Collection and Cultural Icons	100	100	116
NCF 8 - National Festivals and Stage Productions	467	466	475
NCF 9 - Training and Support for Artists	62	63	88
NDC 1 - Policy, Prevention, Surveillance, Research, Information, Monitoring and Evaluation	553	553	541
NHT 4 - Administration of the Affordable Housing Initiative	146	146	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	0	400
NRA 6 - Grand Cayman District Roads Programme	0	0	597
NRA 7 - Policy Advice	0	0	10
NRA 8 - Storm Water Management and Mitigation of Tidal Inundation	0	0	74
NRA 9 - Routine Maintenance of Public Roads	0	0	1,270
NRA 10 - Government Street Lighting Programme	0	0	1,551
NRA 11 - Pavement Management and other Roads Asset Management Programs	0	0	70
SIH 1 - Sister Islands Affordable Housing Corporation	72	72	74
TAB 1 - Management of Pedro St. James National Historic Site	850	852	887
TAB 2 - Management of Queen Elizabeth II Botanic Park	622	662	689
TAB 3 - Annual Pirates Week Festivals and Events	275	283	295
TAB 4 - Management of Cayman Islands Craft Market	125	125	130
TAB 5 - Management of Hell Attraction	30	30	31
TAB 6 - Cultural Programmes - Pirates Week Activities	9	9	10
Total	**98,698**	**94,069**	**102,190**

NOTE 27: *Output from Non-Government Suppliers*

Appropriation - NGS Outputs			
NGS 1 - Organize, Administer and Execute the Cayman Islands Fishing Tournament	30	31	32
NGS 2- Legal Aid	2,700	2,750	3,246
NGS 3 - Organization of Batabano Festival	30	20	21
NGS 4 - Aids and First Aid Education Program	22	22	25
NGS 7 - Management of Small Business Development	230	259	270
NGS20 - Employee Assistance Programme	126	126	126
NGS 24 - Spaying and Neutering of Dogs and Cats	19	19	18
NGS 25 - Teaching of Tertiary Education Course (ICCI)	90	90	90
NGS 26 - Organization of the Miss Cayman Committee Pageant	50	50	0
NGS 27 - Supervision of Pre-School Children (NCVO)	54	54	54
NGS 34 - Primary and Secondary Education by Private Schools	1,530	1,530	1,530
NGS 38 - Services for Irregular Migrants	270	1,345	869
NGS 47 Mentoring Cayman Programme	9	9	0
NGS 53 - Palliative Care Nursing - Hospice Care	51	51	56
NGS 54 - Social Marketing for Prevention of HIV/AIDS - Cayman Aids Foundation	45	45	50
NGS 55 - Tertiary Medical Care at Various Overseas and Local Providers	11,444	17,000	14,226
NGS 57 - Gardening Projects and Landscaping	3	3	4
NGS 58 Elite Athletes Programme	118	158	184
NGS 59 Youth Development Programme	39	32	36
NGS 60 Sports Programmes	811	735	707
NGS 61 - Other Sports and Cultural Program	0	96	43
NGS 63 School Lunch and Uniform Programmes	424	477	466
NGS 64 Care of the Indigent, Elderly and Disabled Persons	1,400	1,400	1,400
NGS 65 National Council of Voluntary Organization and Children Services	117	117	117
NGS 66 Foster Care for Children	225	225	225
NGS 67 Community Programmes	124	116	116
NGS 68 Rental Accommodation for Persons in Need	1,600	1,600	1,470
NGS 70 Burial Assistance for Indigents	150	150	117
NGS 71 Support for Battered Women and Children	300	300	300
NGS 72 Therapeutic Services for Young Persons	25	25	8
NGS 74 - Preservation of Natural Environments and Places of Historic Significance	570	620	470
NGS 76 Autism Diagnostics and Sexual Trauma Recovery Programme (Wellness Centre)	29	29	40
NGS 77- Music Therapy Without Borders (Wellness Centre)	0	60	60
NGS 79 - Cayman Islands Protective Services (K9-Security Services)	32	32	23
NGS 80 - Elite Athletes Transfer Program	0	0	23
NGS 81 - Young Nation Building Fund - Transition Funding	0	0	42
NGS 82 Other Sports Programmes	79	0	0
NGS 83 - Other Health & Cultural Programs	21	0	0
Total	**22,767**	**29,576**	**26,464**

NOTE 28: *Transfer Payments*

Output Group	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Appropriation - Transfer Payments			
TP 12 - Tourism Scholarships	815	615	562
TP 13 - Miss Cayman Scholarship	20	20	10
TP 27 - Pre-School Educational Assistance	714	714	530
TP 30 - Local, Overseas Scholarships and Bursaries	10,763	10,763	10,763
TP 41 Poor Relief Payments	6,260	6,260	6,054
TP 43 Poor Relief Vouchers	1,350	1,500	1,222
TP 44 Temporary Poor Relief	30	30	30
TP 45 Youth After Care Payments	60	60	30
TP 46 - Poor Relief for Refugees	30	81	50
TP 47 Ex- Gratia Benefits to Seamen	6,006	5,100	5,167
TP 48 Benefit Payments to Ex-Servicemen	1,069	1,129	1,151
TP 49 Youth Programmes	152	152	176
TP 50 Pre-School Assistance	150	150	150
TP 51 - Other Educational Assistance	249	249	159
TP 52 - Young Nations Builders Scholarship Fund (YNBP)	600	1,433	1,907
TP 53 - Other Youth, Sports & Culture Programmes/Events	0	400	409
TP 55 - Interest on Loans - Public Servants	0	2	2
TP 56 - Employment Initiatives	641	652	515
TP 57 Children and Family Services Support	484	582	591
TP 58 - Support for the Red Cross	70	70	70
TP 60 Housing Assistance	737	0	149
TP 61 - Student Enrichment & Support Services (formally After School Programmes)	555	555	531
TP 63 - Support to Local Business Associations	140	100	56
TP 66 - Sister Islands Home Repairs Assistance	100	100	358
TP 67 - Sports and Cultural Tourism Programmes Assistance	439	439	429
TP 69 - Support for the Bridge Foundation	60	60	60
TP 70 - Athlete Development Programme	0	119	0
TP 72 Other Youth and Sports Programmes	511	0	0
TP 73 - Other Health & Cultural Program Assistance	150	0	0
TP 74 - Assistance in respect to Importation of Livestock	75	0	0
TP 75 Needs Assessment Support	300	0	0
TP 76 - Assistance for Infrastructure Development	25	0	0
Total	**32,555**	**31,335**	**31,131**

NOTE 29: *Other Executive Expenses (OE's)*

Output Group	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
OE 1 - Personal Emoluments for the Judiciary	1,896	2,198	2,029
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	3,392	3,252	3,206
OE 4 - Judiciary Expenses	1,031	811	696
OE 5 - Constituency Allowances	654	654	635
OE 6 - Contribution to Caribbean Financial Action Task Force	85	150	29
OE 9 - Caricom Fees	168	168	147
OE 11 - Subscription to Caribbean Examinations Council	13	13	11
OE 12 - University of the West Indies Membership Levy	161	420	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 Plan Recipients Plan Payments	1,213	1,200	1,200
OE 25 - Settlement of Court	0	37	105
OE 26 - Personal emoluments for the Attorney General	187	180	208
OE 27 - Past Service Pension Liability Payments	11,400	11,400	11,400
OE 43 - Depreciation of Judicial Executive Assets	119	96	22
OE 54 - Caribbean Catastrophic Risk Insurance Facility - Annual Premium	500	500	425
OE 57 - Bank Charges	6	0	0
OE 57 - Executive Bank Charges (Finance)	10	41	35
OE 57 - Executive Bank Charges	20	0	0
OE 65 -Court of Appeal Expenses	570	554	454
OE 66 - United Nations Caribbean Environmental Program	8	8	6
OE 71- Commonwealth Parliamentary Association	125	95	95
OE 78 Depreciation of Ministry of Community Affairs, Youth and Sports	27	27	27
OE 81 World Anti-Doping Agency	6	6	3
OE 82- Regional Anti-Doping Agency	4	4	0
OE 86 - Compensation	268	402	402
OE 87 - Default on Paloma Government Guaranteed Loan Scheme	0	10	0
OE 89 - Voluntary Separation Package	0	0	2,050
OE 91- Depreciation of District Administration, Tourism & Transport Executive Assets	173	173	87
OE 92 - Settlement of Government Guarantees	0	937	139
OE 93 -Caribbean Agricultural Research and Development Institute (CARDI)	94	0	0
OE 94 - OECD - Global Forum	18	0	0
OE 96 - Executive Salary Reimbursements	30	0	0
OE 99- Ex-Gratia Payments for Former Members of the Legislative Assembly	12	0	0

NOTE 29: *Other Executive Expenses (OE's) (Continued)*

Output Group	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
OE 100 - Executive Depreciation	170	170	106
OE 101 - Depreciation of Ministry of Planning, Lands, Agriculture, Housing & Infrastructure Executive Assets	9,694	9,694	9,046
Universal Postal Union	0	0	50
Caribbean Telecommunications Union	0	0	3
Doubtful Debt Expenses	0	0	783
Settlement of Case	0	0	1,475
Debt Write off	0	0	195
Administrative Expenses · Loss by theft	0	0	2
Other Operating Expenses	57	86	0
Total	**32,152**	**33,327**	**35,203**

Other Executive Expenses (OE's) Categorisation

Other Executive Expenses (OE's) categorisation	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Personnel Costs	18,130	18,230	20,093
Depreciation	10,183	10,160	9,288
Other operating expenses	3,839	4,937	5,822
Total OE's	**32,152**	**33,327**	**35,203**

NOTE 30: *Reconciliation of net cash flows from operating activities to surplus*

Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Surplus from ordinary activities	121,320	134,606	109,094
Non-cash movements			
Depreciation and Amortisation	27,268	29,627	25,886
(Profit)/Loss on Statutory Authorities & Government Companies	(12,882)	(13,122)	(9,127)
Changes in current assets and liabilities:			
(Increase)/decrease in current assets	3,881	6,587	(4,295)
Increase/(decrease) in current liabilities	53	4,535	(7,409)
Net cash flows from operating activities	**139,640**	**162,233**	**114,149**

ENTIRE
PUBLIC SECTOR

FINANCIAL STATEMENTS

FOR 2015/16 FINANCIAL YEAR

GOVERNMENT OF THE CAYMAN ISLANDS
SCHEDULE OF ASSETS AND LIABILITIES
AS AT 30 JUNE 2016

	Notes	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
		$000	$000	$000
Current Assets				
Cash and cash equivalents	**2**	430,037	375,557	285,475
Marketable securities and deposits		77,418	90,104	80,170
Trade receivables	**3**	19,325	15,345	22,678
Other Receivables	**3**	4,574	4,938	3,187
Inventories	**4**	15,970	17,866	19,344
Prepayments	**6**	11,314	9,821	12,185
Loans	**7**	2,363	1,446	1,668
Other Current Assets		0	1,350	1,350
Total Current Assets		**561,001**	**516,427**	**426,057**
Non-Current Assets				
Trade receivables	**3**	14,472	15,914	14,961
Other receivables	**3**	516	0	923
Inventories	**3**	3,100	0	0
Investments	**5**	21,762	21,032	21,032
Prepayments	**6**	548	1,726	0
Loans	**7**	30,224	27,465	31,106
Investment Property		0	16,204	16,204
Property, plant and equipment	**8**	2,118,583	2,050,970	2,037,786
Intangible Assets	**9**	6,800	6,629	6,053
Other non-financial assets		0	8	8
Total Non-Current Assets		**2,196,005**	**2,139,940**	**2,128,065**
Total Assets		**2,757,006**	**2,656,367**	**2,554,122**
Current Liabilities				
Trade payables	**10**	47,592	20,842	27,351
Other payables and accruals	**10**	61,116	92,174	91,283
Bank Overdraft	**2**	2,382	4,287	4,255
Unearned revenue	**11**	34,256	33,119	36,586
Employee entitlements	**12**	7,515	8,420	9,063
Current Portion of Borrowings	**1**	48,717	30,584	64,126
Total Current Liabilities		**201,578**	**189,426**	**232,664**
Non-Current Liabilities				
Trade payables	**10**	0	50	0
Other payables and accruals	**10**	527	780	207
Unearned revenue	**11**	0	5,500	0
Employee entitlements	**12**	17	50	121
Unfunded pension liability	**13**	215,643	213,323	203,753
Currency Issued		93,750	87,500	91,720
Long Term portion of Borrowings	**1**	544,538	601,500	607,121
Total Non-Current Liabilities		**854,475**	**908,703**	**902,922**
Total Liabilities		**1,056,053**	**1,098,129**	**1,135,586**
Net Assets		**1,700,953**	**1,558,238**	**1,418,536**
NET WORTH				
Reserves	**14**	132,988	131,194	131,695
Revaluation reserve		798,880	777,485	801,414
Current Year Surplus		121,320	134,606	109,228
Other Accumulated surpluses		647,765	514,953	376,199
Total Net Worth		**1,700,953**	**1,558,238**	**1,418,536**

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDING 30 JUNE 2016

	Notes	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
		$000	**$000**	**$000**
Revenue				
Coercive Revenue	**15**	628,226	623,883	611,614
Sales of Goods & Services	**17**	256,287	252,580	235,623
Investment revenue	**18**	2,746	2,497	2,336
Donations	**19**	864	909	1,113
Other revenue	**16**	310	974	101
Total Revenue		**888,433**	**880,843**	**850,787**
Expenses				
Personnel costs	**20**	377,083	352,113	350,003
Supplies and consumables	**21**	204,725	247,034	236,203
Depreciation & Amortisation	**8**	47,905	48,409	43,723
Impairment of Loans		200	0	0
Impairment of inventory		1	2	28
Finance costs	**22**	31,686	33,721	35,816
Litigation costs	**23**	2,237	1,814	1,058
Outputs from Non-Governmental Suppliers	**25**	22,767	29,576	26,464
Transfer Payments	**26**	32,555	31,335	31,131
Other (Gains)/losses	**24**	(2,408)	(2,704)	(1,132)
Other Operating expenses	**27**	50,362	4,937	18,399
Total Expenses		**767,113**	**746,237**	**741,693**
Entire Public Sector Net Surplus		**121,320**	**134,606**	**109,094**

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDING 30 JUNE 2016

	Notes	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
		$000	**$000**	**$000**
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Coercive Receipts		631,177	636,085	612,321
Sale of goods and services - third party		229,431	232,058	241,168
Interest received		1,484	1,183	4,138
Donations / Grants received		365	1,064	1,021
Other receipts		25,998	12,386	4,673
Payments				
Personnel costs		(374,046)	(341,030)	(340,543)
Supplies and consumables		(192,431)	(266,721)	(263,080)
Outputs from non-governmental organisations		(22,757)	(23,979)	(25,340)
Transfer payments		(31,608)	(29,665)	(30,888)
Financing/interest payments		(32,069)	(33,812)	(38,705)
Other payments		(63,473)	(20,257)	(6,711)
Net cash flows from operating activities	**28**	**172,071**	**167,312**	**158,054**
CASH FLOWS FROM INVESTING ACTIVITIES				
Cash received				
Proceeds from sale of property, plant and equipment		0	5,020	441
Proceeds from sale of Loans/investments		906	674	5,094
Cash Used				
Purchase of property, plant and equipment		(82,206)	(41,948)	(40,540)
Purchase of Loans/investments		(681)	(508)	(290)
Net cash flows from investing activities		**(81,981)**	**(36,762)**	**(35,295)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of Borrowings		(33,705)	(40,500)	(37,552)
Net cash flows from financing activities		**(33,705)**	**(40,500)**	**(37,552)**
Net increase/(decrease) in cash and cash equivalents		**56,385**	**90,050**	**85,207**
Cash and cash equivalents at beginning of period		371,270	281,220	196,013
Cash and cash equivalents at end of period	**2**	**427,655**	**371,270**	**281,220**

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDING 30 JUNE 2016

	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2014	108,304	772,389	537,843	1,418,536
Changes in accounting policy	0	0	0	0
Prior Year Adjustments	0	0	0	0
Restated balance	108,304	772,389	537,843	1,418,536
Changes in net worth for 2014/15				
Gain/(loss) other changes on Revaluation Reserve	0	5,096	0	5,096
Transfers	22,890	0	(22,890)	0
Net revenue / expenses recognised directly in net worth	22,890	5,096	(22,890)	5,096
Surplus for the period 2014/15			134,606	134,606
Total recognised revenues and expenses for the period	22,890	5,096	111,716	139,702
Balance at 30 June 2015 carried forward	**131,194**	**777,485**	**649,559**	**1,558,238**

	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 30 June 2015 brought forward	131,194	777,485	649,559	1,558,238
Changes in net worth for 2014/15				
Changes in accounting policy	0	0	0	0
Prior Year Adjustments	0	0	0	0
Restated balance	131,194	777,485	649,559	1,558,238
Changes in net worth for 2015/16				
Gain/(loss) other changes on Revaluation Reserve	0	21,395	0	21,395
Transfers	1,794	0	(1,794)	0
Net revenue / expenses recognised directly in net worth	1,794	21,395	(1,794)	21,395
Surplus for the period 2015/16			121,320	121,320
Total recognised revenues and expenses for the period	1,794	21,395	119,526	142,715
Balance at 30 June 2016	**132,988**	**798,880**	**769,085**	**1,700,953**

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT BORROWINGS MATURTITY PROFILE

FOR THE YEAR ENDING 30 JUNE 2016

NOTE 1: ***Statement of Borrowings***

	Core Government Loans	Self Financing loans	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Local Currency Debt					
Not later than one year	5,115	0	5,115	6,051	235
Between one and two years	5,136	0	5,136	10,079	495
Between two and five years	3,112	0	3,112	11,439	1,136
Later than five Years	6,515	0	6,515	19,379	0
Total Local Currency Debt	**19,878**	**0**	**19,878**	**46,948**	**1,866**
Foreign Currency Debt (state in $CI)					
Not later than one year	43,568	34	43,602	24,533	63,891
Between one and two years	47,341	68	47,409	39,462	45,253
Between two and five years	353,343	51	353,394	395,201	130,943
Later than five years	128,827	145	128,972	125,940	429,294
Total Foreign Currency Debt	**573,079**	**298**	**573,377**	**585,136**	**669,381**
Total Outstanding Debt	**592,957**	**298**	**593,255**	**632,084**	**671,247**
Local Currency Marketable Securities and Deposits					
Not later than one year	0	0	77,418	90,104	4,986
Between one and two years	0	0	0	0	0
Between two and five years	0	0	4,134	0	0
Later than five years	0	0	15,177	0	0
Total Local Currency Marketable Securities and Deposits	**0**	**0**	**96,729**	**90,104**	**4,986**
Foreign Currency Marketable Securities and Deposits					
Not later than one year	0	0	0	0	56,603
Between one and two years	0	0	0	0	0
Between two and five years	0	0	0	0	3,978
Later than five years	0	0	0	0	14,603
Total Foreign Currency Marketable Securities and Deposits	**0**	**0**	**0**	**0**	**75,184**
Total Marketable Securities and Deposits	**0**	**0**	**96,729**	**90,104**	**80,170**
Net Public Debt			**496,526**	**541,980**	**591,077**

NOTE 1: ***Statement of Borrowings (continued)***

Statement of Borrowings		**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	Original Borrowing	**Outstanding Balance KYD**	**Outstanding Balance KYD**	**Outstanding Balance KYD**
Foreign Currency Debt		**$000**	**$000**	**$000**
Central Government loans				
The Cayman Islands Government Securities Law, 2003	USD 163.2 M	18,224	27,336	36,448
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	USD 312 M	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	USD 18 M	0	0	801
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	USD 15.6 M	0	0	727
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 30th June 2005				
FirstCaribbean International Bank (Cayman) Limited	USD 18 M	0	0	1,500
Loan Agreement #10090596 of US$74,399,940.48 with an initial drawdown of US$17,999,985.60 on 30th June 2005 US$17,999,985.60 amortised over 10 years at fixed rate of interest of 4.8475% pa with quarterly payments of Principal US$449,999.64 + interest				

NOTE 1: *Statement of Borrowings (continued)*

Statement of Borrowings		**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	Original Borrowing	**Outstanding Balance KYD**	**Outstanding Balance KYD**	**Outstanding Balance KYD**
Foreign Currency Debt		**$000**	**$000**	**$000**
Central Government loans				
FirstCaribbean International Bank (Cayman) Limited	USD 28.8 M	7,200	8,800	10,400
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	USD 12 M	0	556	1,667
Loan Agreement of US$74,399,940.48 with a third drawdown of US$11,999,999.40 on 14 December 2006 amortised over 15years at 3 month libor rate + margin with quarterly payments of interest + Principal US$333,333.00 commencing 14 March 2007. Converted to a fixed rate loan for 5 years from 14 Dec 08 to 14 Dec 13 at an interest rate of 3.2% pa.				
FirstCaribbean International Bank (Cayman) Limited	USD 156 M	0	0	1,625
Loan Agreement of US$74,399,940.48 with a fourth drawdown of US$15,599,964.48 on 29 June 2007 amortised over 8 years at 3 month libor rate + margin with quarterly payments of interest + Principal US$487,498.89 commencing 28 September 2007. Converted to a fixed rate loan for 5 years from 29 Dec 08 to 29 Dec 2013 at 2.82% pa.				
FirstCaribbean International Bank (Cayman) Limited	USD 63 M	25,375	28,875	32,375
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	USD 45.6 M	18,367	20,900	23,433
A second draw down in the amount of US$45,599,963.52 on Loan Agreement of US$155,759,875.39 was drawn on 24 June 2008 at 1 month libor plus 0.50% margin. The loan has been amortised over 15 yrs with 1/4ly payts of Principal US$760,000 plus interst commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa.				
FirstCaribbean International Bank (Cayman) Limited	USD 47.2 M	17,685	20,305	22,925
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 drawndown 26 Oct 07, CI$7.3m drawndown on 23 Nov 07 and a third drawdown of CI$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs with 1/4ly payts of Principal US$786,000 plus interst commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa. Interest rate was fixed at 2.67% on 11 February 2014 for the remaining life of the loan.				

NOTE 1: ***Statement of Borrowings (continued)***

Statement of Borrowings		**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	Original Borrowing	**Outstanding Balance KYD**	**Outstanding Balance KYD**	**Outstanding Balance KYD**
		$000	**$000**	**$000**
Foreign Currency Debt				
Central Government loans				
FirstCaribbean International Bank (Cayman) Limited	USD 185.1 M	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	USD 5.4 M	0	0	152
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 drawndown leaving US$420,280 which was duly cancelled by Caribbean Development Bank.				
University College of the Cayman Islands				
-				
European Investment Bank	ECU 1.5 M	731	780	918
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. Loan was re-classified as Core Government 30 June 2011				
Total Central Government loans		**503,110**	**523,080**	**548,499**

NOTE 1: ***Statement of Borrowings (continued)***

Statement of Borrowings		**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
	Original Borrowing	**Outstanding Balance KYD**	**Outstanding Balance KYD**	**Outstanding Balance KYD**
Self-Financing loans				
European Investment Bank	**ECU 0.3 M**	43	56	79
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.				
European Investment Bank	**ECU 0.7 M**	256	276	355
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.				
Total Self Financing loans		**299**	**332**	**434**
Total Gross Public Debt		**503,409**	**523,412**	**548,933**

Public Authority Debt	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Cayman Airways Ltd.	20,354	22,015	26,464
Cayman Islands Airport Authority	394	0	0
Cayman Turtle Farm	14,483	17,750	22,419
Port Authority	1,930	3,407	4,811
Cayman Islands Development Bank	27,977	36,597	36,986
Health Services Authority	1,388	1,621	1,866
National Housing and Development Trust	15,742	16,979	18,186
Water Authority	7,578	10,303	11,582
Total Public Authority Debt	**89,846**	**108,672**	**122,314**
Total Entire Public Sector Debt	**593,255**	**632,084**	**671,247**

NOTE 2: ***Cash & Cash Equivalents***

Description	Foreign Currency	Exchange Rate	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
US $ Operational Current Account	26,771	0.8375	22,421	100,465	19,584
CI$ Cash in Hand	2,443	1.0000	2,443	1,457	605
CI $ Operational Current Account	80,667	1.0000	80,667	105,492	72,146
Bank Overdrafts	(2,844)	0.8375	(2,382)	(4,287)	(4,255)
CI$ Other Bank Accounts	12,333	1.0000	12,333	0	2,324
Other Short Term Investments	299,777	1.0000	299,777	153,837	182,525
MLAT KYD Bank Account	5,365	1.0000	5,365	5,365	5,365
MLAT USD Bank Account	2,775	0.8375	2,324	2,324	2,441
CI$ Payroll Account	4,707	1.0000	4,707	6,617	0
ForCayman Investment Alliance	0	1.0000	0	0	485
TOTAL			**427,655**	**371,270**	**281,220**

NOTE 3: *Trade and other Receivables*

Trade Receivables	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Coercive Revenue	17,255	12,520	18,189
Sale of goods and services	97,834	76,886	84,347
Other Trade Receivables	316	6,720	0
Less: provision for doubtful debts	(96,596)	(80,781)	(80,781)
Non-Current trade receivables & other receivables	14,988	15,914	15,884
Total trade receivables & other receivables	**33,797**	**31,259**	**37,639**

Other Receivables	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Advances (salary, Official Travel, etc)	139	161	557
Dishonoured cheques	801	987	1,071
Interest receivable	2	148	258
Other Receivables	4,979	5,551	2,074
Loans	5	0	0
Other Non-Current Assets	664	8	923
Less: provision for doubtful debts	(1,500)	(1,917)	(773)
Total other receivables	**5,090**	**4,938**	**4,110**

	Trade Receivables	**Other Receivables**	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Current					
Past due 1-30 days	1,202	4,318	5,520	4,380	4,295
Past due 31-60 days	6,650	68	6,718	3,184	8,876
Past due 61-90 days	6,867	45	6,912	6,044	6,032
Past due 90 and above	4,606	143	4,749	6,675	6,662
Non-Current					
Past due 1 year and above	14,472	516	14,988	15,914	15,884
Total	**33,797**	**5,090**	**38,887**	**36,197**	**41,749**

Movements in the provision of Loans, Trade and Other Receivables

Description	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Balance at 1 July	(100,889)	(99,668)	(96,103)
Additional provisions made during the year	(10,586)	(1,221)	(3,565)
Receivables written off during the period	0	0	0
Total	**(111,475)**	**(100,889)**	**(99,668)**

NOTE 4: *Inventories*

Description	**Current**	**Non-Current**	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Inventory held for use in the provision of goods and services	8,390	3,100	11,490	8,027	16,404
Inventory held for sale	5,849	0	5,849	8,013	2,274
Work in Progress and finished goods	1,761	0	1,761	1,873	694
Impairment of Inventory b/f	(29)	0	(29)	(45)	0
Impairment of Inventory 2015/16	(1)	0	(1)	(2)	(28)
TOTAL INVENTORIES	**15,970**	**3,100**	**19,070**	**17,866**	**19,344**

NOTE 5: *Investments*

Investment	**Date of Acquisition**	**Holding**	**Particulars**	**Cost**	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
SAGICOR	*1-Sep-05*		*Shares*	*20,000*	*1,860*	*1,860*	*1,860*
Caribbean Development Bank		*117 Shares*		*USD $6031.74 ea*	*591*	*591*	*591*
Long term investments - US Treasury Notes, Marketable Securities and Deposits					*19,311*	*18,581*	*18,581*
Total					**21,762**	**21,032**	**21,032**

NOTE 6: *Prepayments*

Description	***Current***	***Non-Current***	***Budget 2015/16***	***Forecast 2014/15***	***Unaudited Actual 2013/14***
Accrued Prepayments	*31*	*548*	*579*	*2,691*	*4,815*
Prepaid Insurance	*11,275*	*0*	*11,275*	*8,844*	*6,737*
Other	*8*	*0*	*8*	*12*	*633*
Total	***11,314***	***548***	***11,862***	***11,547***	***12,185***

NOTE 7: *Loans*

Loan Description	***Current***	***Non-Current***	***Budget 2015/16***	***Forecast 2014/15***	***Unaudited Actual 2013/14***
Overseas Medical loans	*0*	*12,917*	*12,917*	*12,851*	*12,802*
Personal loans to staff	*56*	*0*	*56*	*133*	*75*
Civil Service Mortgages to staff	*0*	*219*	*219*	*239*	*356*
Student loans	*270*	*0*	*270*	*270*	*272*
Loans to farmers	*200*	*0*	*200*	*198*	*200*
Home School Association	*0*	*0*	*0*	*0*	*74*
Other Loans	*2,239*	*29,997*	*32,236*	*33,269*	*37,109*
Settlement Loans	*68*	*0*	*68*	*142*	*0*
Provision outstanding loans	*(470)*	*(12,909)*	*(13,379)*	*(18,191)*	*(18,114)*
BALANCE AS AT 30 JUNE	***2,363***	***30,224***	***32,587***	***28,911***	***32,774***

NOTE 8: *Property, plant & equipment*

Cost of Property, plant & equipment

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 July 2014	*637,369*	*79,015*	*583,535*	*8,516*	*20,168*	*38,824*	*7,863*	*702,526*	*67,095*	*48,611*	*35,641*	*5,668*	*20,517*	*35,184*	*88,572*	*2,379,104*
Additions	*3,150*	*2,050*	*2,340*	*85*	*683*	*1,820*	*532*	*1*	*0*	*87*	*2,495*	*40*	*2,436*	*(1,071)*	*16,771*	*31,419*
Disposals and Derecognisation	*(100)*	*(1,006)*	*(35)*	*(4)*	*(251)*	*(322)*	*(207)*	*0*	*0*	*(373)*	*(542)*	*(22)*	*0*	*(385)*	*(176)*	*(3,423)*
Revaluation	*18,566*	*0*	*8,877*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*27,443*
Transfers	*0*	*(115)*	*(12,250)*	*0*	*(83)*	*(62)*	*(29)*	*0*	*0*	*(92)*	*(157)*	*(15)*	*0*	*(11)*	*(1,731)*	*(14,545)*
Balance as at 30 June 2015	***658,985***	***79,944***	***582,467***	***8,597***	***20,517***	***40,260***	***8,159***	***702,527***	***67,095***	***48,233***	***37,437***	***5,671***	***22,953***	***33,717***	***103,436***	***2,419,998***

	Land	*Plant and equipment*	*Buildings and Leasehold*	*Leasehold Improvements*	*Furniture and Fittings*	*Computer Hardware*	*Office Equipment*	*Roads and Sidewalks*	*Water Retriculation*	*Infrastructure*	*Motor Vehicles*	*Marine Vessels*	*Aircraft*	*Other assets*	*Assets under construction or development*	*Total*
Balance as at 1 July 2015	*658,985*	*79,944*	*582,467*	*8,597*	*20,517*	*40,260*	*8,159*	*702,527*	*67,095*	*48,233*	*37,437*	*5,671*	*22,953*	*33,717*	*103,436*	*2,419,998*
Additions	*2,704*	*5,003*	*5,964*	*40*	*265*	*2,687*	*462*	*160*	*2,493*	*703*	*2,017*	*195*	*6,160*	*417*	*57,744*	*87,014*
Disposals and Derecognisation	*(50)*	*0*	*0*	*0*	*0*	*(948)*	*(16)*	*0*	*0*	*(846)*	*0*	*0*	*0*	*(1)*	*0*	*(1,861)*
Revaluation	*27,620*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*27,620*
Transfers	*0*	*0*	*500*	*0*	*0*	*17*	*3*	*0*	*0*	*423*	*0*	*15*	*0*	*(10)*	*(599)*	*349*
Balance as at 30 June 2015	***689,259***	***84,947***	***588,931***	***8,637***	***20,782***	***42,016***	***8,608***	***702,687***	***69,588***	***48,513***	***39,454***	***5,881***	***29,113***	***34,123***	***160,581***	***2,533,120***

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 July 2014	0	49,638	109,014	5,473	13,817	32,137	6,416	23,815	25,472	20,911	29,386	2,415	4,150	18,674	0	341,318
Transfers	0	(90)	(14,846)	(41)	(38)	(49)	54	0	0	(38)	(5,370)	(6)	(82)	(4)	0	(20,510)
Impairment Reserve 2014/15 (closing balance)	0	0	0	0	0	0	0	0	0	0	0	0	624	0	0	624
Depreciation Expense 2014/15	0	3,658	25,198	398	1,128	2,944	519	7,926	1	787	1,850	231	2,457	1,312	0	48,409
Eliminate on Disposal or Derecognisation 2014/15	0	0	(14)	(4)	(231)	(47)	(144)	0	0	0	(26)	0	0	(347)	0	(813)
Balance as at 30 June 2015	**0**	**53,206**	**119,352**	**5,826**	**14,676**	**34,985**	**6,845**	**31,741**	**25,473**	**21,660**	**25,840**	**2,640**	**7,149**	**19,635**	**0**	**369,028**
	Land	**Plant and equipment**	**Buildings and Leasehold**	**Leasehold Improvements**	**Furniture and Fittings**	**Computer Hardware**	**Office Equipment**	**Roads and Sidewalks**	**Water Retriculation**	**Infrastructure**	**Motor Vehicles**	**Marine Vessels**	**Aircraft**	**Other assets**	**Assets under construction or development**	**Total**
Balance as at 1 July 2015	0	53,206	119,352	5,826	14,676	34,985	6,845	31,741	25,473	21,660	25,840	2,640	7,149	19,635	0	369,028
Transfers	0	0	(868)	0	0	0	0	0	0	0	0	0	0	0	0	(868)
Depreciation Expense 2015/16	0	4,304	17,278	420	1,363	3,041	578	7,928	2,394	2,268	2,342	237	2,057	2,179	0	46,389
Eliminate on Disposal or Derecognisation 2015/16	0	0	941	1	0	(938)	(16)	0	0	0	0	0	0	0	0	(12)
Balance as at 30 June 2015	**0**	**57,510**	**136,703**	**6,247**	**16,039**	**37,088**	**7,407**	**39,669**	**27,867**	**23,928**	**28,182**	**2,877**	**9,206**	**21,814**	**0**	**414,537**
Net Book value 30 June 2015	**658,985**	**26,738**	**463,115**	**2,771**	**5,841**	**5,275**	**1,314**	**670,786**	**41,622**	**26,573**	**11,597**	**3,031**	**15,804**	**14,082**	**103,436**	**2,050,970**
Net Book value 30 June 2016	**689,259**	**27,437**	**452,228**	**2,390**	**4,743**	**4,928**	**1,201**	**663,018**	**41,721**	**24,585**	**11,272**	**3,004**	**19,907**	**12,309**	**160,581**	**2,118,583**

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NOTE 9: *Intangible Assets*

	Computer Software	*Assets under construction or development*	*Other Intangible Assets*	Total
Balance as at 30 June 2014	**18,365**	**68**	**818**	**19,251**
Additions	**1,884**	**0**	**846**	**2,730**
Disposals and Derecognisation	**(49)**	**(8)**	**0**	**(57)**
Balance as at 30 June 2015	**20,200**	**60**	**1,664**	**21,924**
	Computer Software	*Assets under construction or development*	*Other Intangible Assets*	Total
Balance as at 30 June 2015	**20,199**	**60**	**1,664**	**21,923**
Additions	**1,450**	**0**	**148**	**1,598**
Transfers	**1,888**	**0**	**(1,812)**	**76**
Balance as at 30 June 2016	**23,537**	**60**	**0**	**23,597**

Accumulated Depreciation and impairment losses

	Computer Software	Assets under construction or development	Other Intangible Assets	Total
Balance as at 30 June 2014	**13,195**	**25**	**0**	**13,220**
Impairment Reserve 2014/15 (closing balance)	**663**	**0**	**0**	**663**
Depreciation Expense 2014/15	**1,446**	**15**	**0**	**1,461**
Eliminate on Disposal or Derecognisation 2014/15	**(49)**	**0**	**0**	**(49)**
Balance as at 30 June 2015	**15,255**	**40**	**0**	**15,295**
	Computer Software	Assets under construction or development	Other Intangible Assets	Total
Balance as at 30 June 2015	**15,255**	**40**	**0**	**15,295**
Transfers	**(12)**	**(2)**	**0**	**(14)**
Depreciation Expense 2015/16	**1,502**	**14**	**0**	**1,516**
Balance as at 30 June 2016	**16,745**	**52**	**0**	**16,797**
Net Book value 30 June 2015	**4,945**	**20**	**1,664**	**6,629**
Net Book value 30 June 2016	**6,792**	**8**	**0**	**6,800**

NOTE 10: Trade payables, other Payables & Accruals

	Current	Non-Current	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Creditors	47,592	0	47,592	20,892	27,351
Payroll Deductions	1,675	0	1,675	1,598	2,834
Operating Lease	6	0	6	0	3,879
Accrued Expenses	27,940	0	27,940	47,256	53,036
Transfers payable	0	0	0	0	2,088
Loan Interest Payable	3,823	0	3,823	3,968	4,779
Non-current current payables and accruals	0	0	0	830	207
Other payables	27,672	527	28,199	39,302	24,667
Total trade payables other payables and accruals	**108,708**	**527**	**109,235**	**113,846**	**118,841**

NOTE 11: *Unearned Revenue*

Details	Current	Non-Current	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Rentals paid in advance	24	0	24	0	0
Customs deposits	1,466	0	1,466	1,582	1,757
Revenue deposits	88	0	88	922	0
Other unearned revenue	32,678	0	32,678	36,115	34,829
Total unearned reveune	**34,256**	**0**	**34,256**	**38,619**	**36,586**

NOTE 12: *Employee Entitlements*

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Annual Leave	4,397	5,109	6,496
Retirement and long service leave	2,246	2,605	1,648
Accrued salaries	771	706	919
Pension	101	0	0
Total current portion	**7,515**	**8,420**	**9,063**
Non-current employee entitlements are represented by:			
Non-Current Retirement and long service leave	17	50	121
Total employee entitlements	**7,532**	**8,470**	**9,184**

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 1 **January 2011.**

Public Service Pensions Plan Actuarial Valuation

	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Public Service Pensions Plan Actuarial Valuation	(203,180)	(200,860)	(191,290)
Parliamentarian pensions plan actuarial valuation	(12,910)	(12,910)	(12,910)
Judicial Public Service Pensions Plan Actuarial Valuation	447	447	447
	(215,643)	**(213,323)**	**(203,753)**

Additional details on the valuation are:

Public Service Pensions Plan Actuarial Valuation

	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Value of pension fund allocated assets - PSP	316,733	338,870	336,045
Past service liability - PSP	(519,913)	(539,730)	(527,335)
Fund deficiency	**(203,180)**	**(200,860)**	**(191,290)**

Parliamentarian pensions plan actuarial valuation

	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Value of pension fund allocated assets - PPP	3,740	3,810	3,810
Past service liability - PPP	(16,650)	(16,720)	(16,720)
Fund deficiency	**(12,910)**	**(12,910)**	**(12,910)**

Judicial Public Service Pensions Plan Actuarial Valuation

	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Value of pension fund allocated assets - JPSP	2,735	2,735	2,735
Past service liability - JPSP	(2,288)	(2,288)	(2,288)
Fund surplus	**447**	**447**	**447**

The principal assumptions used in the computation of the actuarial estimate of the pension liability for each of the three named Pension Plans are as follows:

(a) annual salary increases of 4%;
(b) long term inflation rate of 2.5% per annum;
(c) valuation interest rate to discount future benefit payments of 7%;
(d) expected long-term rate of return on the Fund's invested assets of 7%;
(e) anticipated future pensions payments increases of 3% per annum; and
(f) estimated retirement age of 55 for the Parliamentary Pensions Plan, 57 for the Public Service Pensions Plan, and 65 for the Judiciary Pensions Plan.

The results of a pensions accounting valuation for Core Government, completed in September 2014, estimated the defined benefit pensions obligation as at 30 June 2014 to be $411 million with the pensions expense totalling $24 million for the year ended 30 June 2014. The assumptions of the actuarial valuation are currently being reviewed by the Government and therefore the pension obligation and related expenditure has not been formally recognized on the Statements of Financial Position and Performance.

"In addition to the Past Service Pension Liability, the Government also recognizes its obligations for the future health care costs of Civil Servants who earned that benefit based on their prior service with the Government.

Previously Civil Servants who worked for a minimum of 10 years with the Government would be entitled to a health care benefit upon retirement. However, the Public Service Management Law now requires that the employee puts in the same amount of years of qualifying service and also retire from the Civil Service in order to obtain such benefits in the future.

The results of health care liability actuarial valuation, completed in September 2014, estimated the post-retirement health care obligation as at 30 June 2014 to be $1.18 billion with an additional post-retirement medical expense totalling $87 million for the year ended 30 June 2014. The assumptions of the actuarial valuation are currently being reviewed by the Government and therefore the post-retirement health care obligation and related expenditure have not been formally recognized on the Statements of Financial Position and Performance.

Therefore for all intents and purpose, the Government is on a “pay-as-you-go” plan in respect of post-retirement health care liabilities.

Currently, no long term assets are set aside off balance sheet in respect of the Government’s post healthcare liability.

NOTE 14: Reserves

Reserve	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Housing Guarantee Reserve Fund	1,652	2,141	2,356
Environmental Protection Fund	57,800	56,337	51,089
Infrastructure Development Fund	2,228	2,228	2,228
Retained Earnings held as General Reserves	45,935	45,726	45,497
Student Loan Reserve	2,017	1,911	1,806
National Disaster Fund	5,069	4,655	4,242
Sinking Fund for 2009 Bond Issue (US$312M)	18,287	18,196	1,086
Total Reserves	**132,988**	**131,194**	**108,304**

NOTE 14: Reserves continued

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
ENVIRONMENTAL PROTECTION FUND			
Opening Balance	56,337	51,089	46,364
Interest	214	206	201
Transfer into EPF	5,463	5,248	4,728
Interest transfer to General Revenue	(214)	(206)	(204)
Transfer to General Revenue	(4,000)		0
Closing Balance	57,800	56,337	51,089
INFRASTRUCTURE DEVELOPMENT FUND			
Opening Balance	2,228	2,228	2,228
Interest	7	7	7
Interst Transfer to General Revenue	(7)	(7)	(7)
Closing Balance	2,228	2,228	2,228
STUDENT LOAN RESERVE			
Opening Balance	1,911	1,806	1,701
Interest	6	5	5
Transfers from General Revenues	100	100	100
Closing Balance	2,017	1,911	1,806
HOUSING LOAN RESERVE			
Opening Balance	2,141	2,356	2,500
Interest	8	9	5
Transfers from General Revenues	0	0	935
Outflow	(497)	(224)	(1,084)
Closing Balance	1,652	2,141	2,356
NATIONAL DISASTER FUND			
Opening Balance	4,655	4,242	3,830
Interest	14	13	12
Transfers from General Funds	400	400	400
Closing Balance	5,069	4,655	4,242
GENERAL RESERVES			
Opening Balance	45,726	45,497	44,504
Interest Income	209	229	265
Transfer from General Revenue	0	0	728
Closing Balance	45,935	45,726	45,497
SINKING FUND for 2009 Bond Issue (US$312M)			
Opening Balance	18,196	1,086	783
Interest	91	55	3
Transfer in from General Revenue	0	17,055	300
Closing Balance	18,287	18,196	1,086
	132,988	131,194	108,304

RESERVE FUND DEPOSIT BALANCES

Fund	Where Held	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
General Reserves				
	CNB	16,423	16,341	16,256
	BNS	16,188	16,123	16,046
	BOB	13,325	13,263	13,195
Sub Total		**45,936**	**45,727**	**45,497**
Student Loan	**BNS**	2,017	1,912	1,806
Sub Total		**2,017**	**1,912**	**1,806**
National Disaster Fund	**BNS**	5,068	4,654	4,241
Sub Total		**5,068**	**4,654**	**4,241**
Housing Guarantee Reserve	**BOB**	418	911	906
	BNS	1,234	1,230	1,593
Sub Total		**1,652**	**2,141**	**2,499**
Infrastructure Development	**BNS**	2,228	2,228	2,228
Sub Total		**2,228**	**2,228**	**2,228**
Environmental Protection	**BOB**	19,542	19,542	14,393
	BNS	15,114	19,114	19,114
	CNB	17,898	13,228	13,229
Sub Total		**52,554**	**51,884**	**46,736**
Sinking Fund for 2009 Bond Issue (US$312M)	**CNB**	18,287	18,196	1,086
Sub Total		**18,287**	**18,196**	**1,086**
Total Reserve Funds		**127,742**	**126,742**	**104,093**

NOTE 15: Coercive Revenue

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Accreditation Grant	0	1	0
Alcoholic Beverages Duty	17,995	17,965	17,299
Annual fee for Certificate of Direct Investment - Fee equivalent to that payable for a work permit	28	0	28
Annual Permanent Resident Work Permit Fee	11,520	12,358	9,114
Bank Charges Reimbursable	0	2	2
Banks and Trust Licenses	31,362	32,851	34,225
Birth, Deaths & Marriages Registration	99	96	94
Building Permit Fees	1,967	2,079	1,637
Business Premise Fee	0	0	1
Business Staffing Plan Board Fees	59	115	55
Business Visitors Permit	1	4	1
Cable and Wireless License	0	0	0
Caymanian Status Fees	522	619	509
Change of Directors	0	1	8
Cinematographic Licenses	0	0	12
Compounded Penalties	37	20	34
Court Fees	1,346	1,272	1,201
Court Fines	1,260	1,271	1,201
Cruise Ship Departure Charges	9,915	9,885	8,666
CUC - License	2,530	2,695	1,943
Customs Fines	27	20	31
Debit Transaction Fees	2,605	2,640	2,408
Departure Tax	0	0	3,296
Dependant of Caymanian Grant Fee	2	0	0
Environmental Protection Fund Fees	5,801	5,543	5,029
EZG- Special Economic Zone Employment Certificate Grant Fee	102	195	209
Firearms Licenses	2	40	59
Fisheries Licenses	0	0	1
FPW - Final WP Non-renewal (90days) - Grant	3	7	3
Gasoline Diesel Duty	16,610	22,805	36,027
Gender Equality Tribunal Fines	0	0	3
General Search Fees	283	273	255
Grant of Temporary Work Permit - Seasonal Worker	42	31	28
Grant of Temporary Work Permit - Entertainer	2	0	1
Health Insurance Fund Fee	0	0	520
Health Practitioners' Board Fee	632	507	107
Hotel Licenses	188	193	173
Hurricane Ivan Loans Received	0	5	10
ICTA Licences	7,400	7,376	7,235
Immigration Fines	354	371	250
Immigration Non-Refundable Repatriation Fee	1,361	1,262	1,264

NOTE 15: Coercive Revenue continued

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Infrastructure Fund fee	850	1,117	397
Insurance Licenses	9,946	8,817	9,105
Insurance Stamp Duty	1,200	1,271	1,422
Issue Fee for Certificate of Direct Investment	20	0	24
Issue Fee for Specialist Caregiver Certificate	31	25	28
Key Employee Designation	0	18	523
Land Holding Companies Share Transfer Charge	1,078	189	1,985
Land Registry Fees	1,065	1,117	1,001
Law Firm Operational	2,150	2,310	2,040
Legal Practioner Fee	1,428	1,618	1,480
Liquor Licenses	616	651	663
Local Co. and Corp. Mgmt. Fees	2,674	2,565	2,873
Local Company Control License Grants/Renewals	377	382	382
Local Vessel Licenses	37	38	0
Miscellaneous Immigration Fees	0	0	1
Miscellaneous Income (Executive Only)	0	722	771
Miscellaneous Lands & Survey Fees	0	27	0
Miscellaneous Licenses	0	41	59
MLAT proceeds	0	0	215
Money Services Licence	79	70	74
Money Transfer Fees	2,400	2,268	2,345
Motor Vehicle Charges	12,636	13,445	11,057
Motor Vehicle Drivers Licences	525	1,643	2,601
Motor Vehicle Duty	11,316	11,559	11,109
Motor Vehicle Environmental Tax	788	1,157	965
Mutual Fund Administrators	43,865	44,860	45,140
Notary Public Fees	275	279	274
Not-for-Profit Licence	0	6	4
Other Company Fees - Exempt	91,558	89,902	85,935
Other Company Fees - Foreign	6,992	7,238	5,675
Other Company Fees - Non-Resident	2,581	2,572	4,091
Other Company Fees - Resident	2,758	2,530	3,118
Other Import Duty	97,242	90,296	90,371
Other Stamp Duty	8,849	8,129	9,107
Package Charges	1,150	1,034	1,018
Partnership Fees	38,766	37,525	31,806
Patents and Trademarks	1,566	1,848	1,420
PCW - Provision for continuation of work permit - Grant	1,243	1,596	1,199
Planning Fees	889	930	978
Procedural Fines	205	59	138

NOTE 15: ***Coercive Revenue (Continued)***

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Proceeds of Liquidated Entities	15,175	0	0
Proceeeds of Crime Law (PoCL)	0	0	15
PTW - Provision for Temporary Continuation of Work - Grant	0	0	18
Public Records	102	95	85
Public Transport - Drivers Licenses	18	11	10
Public Transport - Operator Licenses	15	3	1
Radio Licenses	0	16	0
Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	5	5	5
Residency & Employment Rights Certificate by Dependent of a P.R	255	165	137
Residency & Employment Rights Certificate Issue Fee	1,096	2,215	1,841
Residency and Employment Rights Certificate by Spouse of a Caymanian	182	143	175
Residency Certificate for Persons of Independent Means Grant Fee	440	273	421
RFI - Permanent Residence - Persons of Independent Means	100	306	101
Royalties and Dredging	0	40	81
Security Investments	12,980	13,235	13,111
Ship Registration Fees	129	149	124
Spear Gun Licenses	6	5	6
Special Economic Zone Employment Certificate - Renewal (2016)	49	0	0
Special Marriage Licenses	69	147	66
Stamp Duty - Land Transfers	30,000	38,398	30,502
Stamp Duty - Online Meter	300	260	255
Tax and Trust Undertakings	9,683	9,014	10,162
Temporary Residency and Employment Rights Certificate to Spouse of a Caymanian	4	0	2
Timeshare Ownership	720	651	701
Tobacco Dealer Registration fees	82	95	104
Tobacco Products Duty	7,624	8,323	6,864
Tourist Accommodation Charges	19,055	19,854	18,725
Traders Licenses	4,580	5,568	6,109
Trust Registration Fees	773	860	857
W.I.Z. - Boat Licensing	3	10	30
Website - Recovery Fees	0	261	65
Website Recovery	140	0	0
WGG-Term Limit Exemption Permit Amendment Fee	0	0	2
Work Permits Fees	63,220	60,649	55,689
Working Under Operation of Law Fees	211	768	892
WTG-Term Limit Exemption Permit Grant Fee	0	4	48
WTR-Term Limit Exemption Permit Renewal Fee	0	4	77
Total Revenue	**628,226**	**623,883**	**611,614**

NOTE 16: Other Revenue

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Miscellaneous Receipts	0	0	44
Save the Mortgage Loan Repayment	40	57	57
Other revenue	270	917	0
	310	**974**	**101**

NOTE 17: Sale of Goods & Services

Revenue Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Fees and charges	100,979	111,424	59,051
General sales	114,540	98,342	134,050
Rentals	3,977	5,199	3,901
Other Goods & Services Revenue	36,791	37,615	38,621
Total Revenue	256,287	252,580	235,623

NOTE 17: Sale of Goods & Services continued

Fees and Charges	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Agricultural Department Fees	280	293	306
Annual Work Permit Application Fees (Entity)	1,159	1,201	1,131
APA - Appeal to Board against decision made by an Immigration Officer Application Fee	1	8	11
Application Fee for Specialist Caregiver Certificate	6	1	2
Authentication and Apostille of Documents Fees	2,046	1,827	2,006
Bailiff Fees	1	1	0
Building Permit Fees	0	2,079	1,637
Business Staffing Plan Application Fees (Entity)	17	11	16
Business Visitor Administration Fees	20	20	3
BVX - Business Visitors Permit - Express Determination Fee	31	40	30
Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	56	69	0
Calibration Fees	1	0	0
Caymanian Status Application Fees (Entity)	194	204	189
Court Fees	0	1,272	1,201
Customised Motor Vehicle Licence Plate Fees	30	30	29
Customs Special Attendance Fees	690	777	407
Dependant of a Caymanian Admin Fee	1	2	1
Disinsection Fees	12	11	9
Drivers Examination Fees	195	211	188
Duplicate Vehicle Log Books	39	42	40
Electrical Inspection Fees	25	24	20
Electrical Licence Fees	20	55	49
Elevator Inspection Fees	50	27	40
Environmental Service Fees	25	27	21
Examination Fees	1,556	1,893	1,874
Executive Council Appeal Fees	0	0	77
Express Fee - Work Permits	1,103	1,243	1,063
Express Land Registry	0	12	0
External Training	25	18	11

NOTE 17: Sale of Goods & Services continued

Fees and Charges	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Fixed Term Work Permit Administration Fees	0	0	7
FPA - Final WP Non-renewal (90days) - Admin	3	15	1
Freedom of Information Fees	1	0	1
Fuel Importation Licensing Fees	5	0	0
Funds Received From Department of Tourism (DOT) Events	10	0	6
Funds Received from RCY Events	5	4	4
Garbage Fees	2,650	2,466	2,708
General Search Fees	0	273	255
Heavy Equipment Application Fees	2	3	4
IT Consultancy	1	0	0
Key Employee Designation Application Fee	0	2	29
Land Registry Fees	0	1,117	1,001
Land Survey Fees	90	109	136
Law School Fees	475	566	736
Local Companies Administration Fees	5	5	0
Mail Terminal Credits	369	480	427
Maintenance of Buildings (Labour)	1	2	0
Mapping Services	85	133	75
Marine Survey Fees	0	7,063	9,228
Miscellaneous Fees	0	0	163
Motor Vehicle Drivers Licences	0	1,643	2,601
Motor Vehicle Inspection Fees	1,350	1,459	1,299
Motor Vehicle Licence Plate Fees	357	327	335
Naturalisation and Registration Fees	470	471	544
Online Planning System Fees	40	102	42
Other Company Fees - Exempt (Entity)	159	151	121
Other Fees	115	4,533	3,149
Other Immigration Fees	1,302	1,225	1,250
Other Labour Charges - PWD (Cayman Brac)	1	6	2
Passport Fees	637	658	623
Patents and Trademarks	0	1,848	1,420
PCA - Provision for Continuation of WP - Amendment - Admin	1	2	1
PCG - Provision for Continuation of WP - Amend	1	1	1
Pension Plan Registration Fees	1,023	0	0
Permanent Residence Application Fees (Entity)	0	2	1
Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate	79	104	76
Planning Appeal Fees	1	1	1
Planning Fees	0	930	978
Planning Inspection Call-Out Fee	8	13	11
Private Sector Computing Fees	1,041	994	911
PTA - Provision for Temporary Continuation of Work - Admin	0	0	3

NOTE 17: Sale of Goods & Services continued

Fees and Charges	**Budget 2015/16**	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Public Library Fees	20	20	24
PWA - Provision for continuation of work permit - Admin	70	101	65
REA - Extension to reside as a Dependent of a Caymanian Application Fee	0	1	1
Recycling Fees	20	21	269
Refund Processing Fees	2	3	4
Registration & Attendance Fee for Workshops	0	0	3
Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	3	2	2
Residency & Employment Rights Certificate Admin Fee	265	299	253
Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	34	42	32
Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	134	133	131
Residency Certificate for Persons of Independent Means Admin Fee	9	12	9
Restoration of Seized Goods	1	2	1
RFA - Permanent Residence - Persons of Independent Means - Application Fee	0	1	1
RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	1	2	1
RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	2	0	0
Sale of Custom Forms	10	7	20
School Fees	195	2,097	2,067
School Inspection Fees	0	413	0
Special Econ. Zone - Trade Certificate Fee	15	13	9
Special Econ. Zone – Trade Certificate Renewal Fee	0	17	15
Special Marriage License Application Fee	22	26	22
Temporary Residency and Employment Rights Certificate to Spouse of Caymanian Admin Fee	0	0	1
Temporary Work Permit - Seasonal Worker Application Fees (Entity)	0	3	3
Temporary Work Permit Application Fees (Entity)	854	913	832
Term Limit Exemption Permit Administrative Fee	0	0	15
Tourist Reservation Fees	0	1	13
Tower Licence Fees	136	0	0
Trade and Business Administration Fees	360	400	378
Transcript Fees	3	7	6
Variation/Amendment Fee for BSP	30	42	29
Vault Sales (Cemetery Fees)	167	187	129
Vehicle And Equip. Maintenance Fees	35	0	0
Vehicle Bank Liens	53	55	52

NOTE 17: Sale of Goods & Services continued

	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Vehicle Change of Ownership	189	202	187
Vehicle Disposal Fees	830	982	930
VWA - Visitor's Work Visa Application Fee	10	237	134
Warehousage	915	958	910
WEA-Term Limit Exemption Permit Renewal AdministrativeFee	0	20	14
Web Receipts	300	316	383
Work Under Operation of Law Fees	16	110	74
Fees and Charges - SAGC	78,408	65,673	13,521
Total Fees & Charges	**100,979**	**111,424**	**59,051**
General Sales			
Canteen Sales	0	118	117
CSD P&C Sales	0	1	3
Express Land Registry	55	0	0
Inventory Spare Parts	0	23	0
IT Infrastructure Services	0	0	4
Livestock Sales	13	0	0
Maintenance of Buildings (Materials)	68	65	0
Miscellaneous Sales	25	12	7,336
Other Postal Business	866	77	64
Philatelic Sales	1,703	20	20
Police Clearances	0	909	829
Postal Stamps	0	1,560	1,567
Prison Craft Sales	0	10	11
Prison Sales	473	4	5
Sale Of Advertising Space	1,500	443	297
Sale of Agric. Supplies/Produce	0	1,637	1,286
Sale Of Forms/Tariff Notes	700	0	0
Sale Of Gazettes And Subscriptions	24	806	776
Sale Of Laws	0	27	31
Sale of Marine Publications	3	0	0
Sale of Planning Documents	3	4	4
General Sales - SAGC	109,107	92,626	121,700
Total General Sales	**114,540**	**98,342**	**134,050**

NOTE 17: Sale of Goods & Services continued

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Rentals			
Equipment Rental - PWD (Cayman Brac)	9	13	8
Postal Box Rental Fees	1,074	1,100	992
Rental - School Canteens	81	124	152
Rentals - Craft Market	60	60	60
Rentals - Government Housing	26	29	25
Rentals - Other (Formely Tower Building)	18	0	0
Rentals - Other Properties	64	3,856	2,654
Rentals - Town Halls	26	17	10
Rentals - SAGC	2,619	0	0
Total Rentals	**3,977**	**5,199**	**3,901**
	Budget 2015/16	**Forecast 2014/15**	**Unaudited Actual 2013/14**
Other Goods & Services Revenue			
Goods & Services Revenue			
GIS Applications	250	280	93
GPS Licenses Refund	20	22	17
Miscellaneous Licensing Receipts	105	105	91
Miscellaneous Receipts	118	4,850	2,678
Other Goods & Services - SAGC	36,298	32,358	35,742
Total Other Goods & Services Revenue	**36,791**	**37,615**	**38,621**
Total Goods and Services	**256,287**	**252,580**	**235,623**

NOTE 18: Investment Revenue

Revenue type	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Interest on deposits	33	58	0
Interest on cash balances	930	1,282	1,153
Interest on Loans	20	22	21
Royalties	1,170	1,135	1,162
Other	593	0	0
Total Investment revenue	**2,746**	**2,497**	**2,336**

NOTE 19: Donations

Source	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Hedge Funds Cayman Care	60	0	0
Other Donations	804	909	1,113
Total donations	**864**	**909**	**1,113**

NOTE 20: Personnel Costs

Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Salaries, wages and allowances	330,451	309,265	303,622
Health care	9,844	9,032	4,987
Pension	32,341	29,879	33,748
Leave	378	778	706
Other personnel related costs	4,069	3,159	6,940
Total Personnel Costs	**377,083**	**352,113**	**350,003**

NOTE 21: Supplies and Consumables

Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Supplies and Materials	38,375	48,562	52,296
Purchase of services	46,250	54,827	91,019
Lease of Property and Equipment	10,884	10,332	9,571
Utilities	25,751	26,696	26,616
General Insurance	12,522	14,988	15,323
Travel and Subsistence	3,980	3,879	3,011
Recruitment and Training	3,382	3,078	2,109
Other Supplies and Consumables	63,581	84,672	36,258
Total Supplies & consumables	**204,725**	**247,034**	**236,203**

NOTE 22: Finance Costs

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Interest on borrowings	31,424	32,185	35,472
Other borrowing costs	79	1,294	278
Overdraft Expenses	183	242	66
Total Finance cost	**31,686**	**33,721**	**35,816**

NOTE 23: Litigation Costs

Litigation Costs	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Legal Fees	2,237	1,814	1,058
Total Litigation cost	**2,237**	**1,814**	**1,058**

NOTE 24: (Gains)/ Losses

	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Net (gain) / loss on disposal of property, plant and equipment	0	8	390
Net (gain) / loss on derecognition and/or revaluation of assets	0	1	1,150
Net (gain) / loss on foreign exchange transactions	(2,408)	(2,713)	(2,672)
Total gains/ (losses)	**(2,408)**	**(2,704)**	**(1,132)**

	Budget 2015/16
Fees and Charges - Public Authorities	
Aircraft certification, licensing and regulatory oversight	7,036
Air Operator permit approval	240
Aircraft movement	3,701
Passenger movement	12,452
Misc revenue - CIAA	135
Advertising	323
Parking Revenue	633
Passenger Facility Charge	6,895
Cargo Handling	13,694
Cruise Ship passenger Fees	2,953
Port Development Fees	1,477
Maritime Services	1,477
Other Income - PA	442
Diesel Sales	250
Admissions & Gift Shops	556
Tuition Fees: 100 Level Courses	637
Tuition Fees: 200 Level Courses	304
Tuition Fees: 300 Level Courses	215
Tuition Fees: 400 Level Courses	185
Other Professional and Non Baccaularette Courses	682
Loan fees and commission - CIDB	41
CIMA Sundry Fees	4,700
Director Fees	6,500
Operations - STK	1,457
Cusips	364
Survey/Registration/Crew	7,087
Tonnage	1,248
Fees and Charges - AOA	170
Admissions - MUS	40
Membership - MUS	9
43105 · Other Loan Interest - Late Fees	1
Regulatory Fees - ERA	860
Licensing fees	120
Radio licences	135
Regulatory fees - ICTA	1,365
KY Domain	20
Other Fees and Charges - ICTA	4
Total Fees & Charges - Public Authorities	**78,408**

	Budget 2015/16
General Sales - Public Authorities	
Passenger	49,095
Cargo	2,752
Charter	561
Handling	965
Other General Sales - CAL	2,150
Food & Beverage	929
Retail	1,213
Terrestrial & Education	8
Tours	4,617
Turtle Farm	502
Events, Plants, Site Rentals, etc.	91
Sale of Text Book and Stationery & Misc Tech Items	508
Loan interest income - core business	2,090
Other General Sales - MACI	676
Other General Sales - CNCF	90
Gift shop sales	96
Sales - NAG	97
Memberships	36
Road Fund/Veh DL fees	10,039
Water Sales - GCM	26,980
Water Sales - CYB	755
Sewerage Fees	4,660
Septage Disposal	128
Connection and Misc Fees	16
Agency Work - WAC	53
Total General Sales - Public Authorities	**109,107**

	Budget 2015/16
Rentals - Public Authorities	
Rental Income - CIAA	926
Rental & Other Income - CTF	242
Rental Income - PA	1,064
Hell Shops	18
Brac Campus Rental	6
Canteen and Other Room Rentals	32
Rentals - CNCF	60
Rental Income - Property	55
Rental Income - MUS	18
Affordable Housing Income Rental	198
Total Rentals - Public Authorities	**2,619**

	Budget 2015/16
Other Goods & Services Revenue - Public Authorities	
Petrol concession	761
Housing Sales	260
Misc Student Fees	203
SHIC Premium Less Reinsurance	4,453
Seafarer and Veterans self Pay	58
Commission and other income	325
Other Income - CIMA	50
Consultancy and miscellaneous	25
Commercial, Self-Pay and H.S.A. Less: Contractual Adjustments	29,898
Affordable Housing Income - Mortgage Clients	130
Affordable Housing Income (GGHAM)	100
Sales of Services to third parties	35
Total Other Goods & Services Revenue - Public Authorities	**36,298**
Total Sales of Goods and Services - Public Authorities	**226,432**

AOA	Auditors Oversight Authority
CAL	Cayman Airways Ltd.
CIAA	Cayman Islands Airport Authority
CIDB	Cayman Islands Development Bank
CIMA	Cayman Islands Monetary Authority
CNCF	Cayman National Cultural Foundation
CTF	Cayman Turtle Farm
ERA	Electricity Regulatory Authority
ICTA	Information Communications and Technology Authority
MACI	Maritime Authority of the Cayman Islands
MUS	National Museum
MUS	National Museum
NAG	National Gallery
PA	Port Authority
STKX	Stock Exchange
WAC	Water Authority

NOTE 25: Output from Non-Government Suppliers

Output Group	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
NGS 1 - Organize, Administer and Execute the Cayman Islands Fishing Tournament	30	31	32
NGS 2- Legal Aid	2,700	2,750	3,246
NGS 3 - Organization of Batabano Festival	30	20	21
NGS 4 - Aids and First Aid Education Program	22	22	25
NGS 7 - Management of Small Business Development	230	259	270
NGS20 - Employee Assistance Progremme	126	126	126
NGS 24 - Spaying and Neutering of Dogs and Cats	19	19	18
NGS 25 - Teaching of Tertiary Education Course (ICCI)	90	90	90
NGS 26 - Organization of the Miss Cayman Committee Pageant	50	50	0
NGS 27 - Supervision of Pre-School Children (NCVO)	54	54	54
NGS 34 - Primary and Secondary Education by Private Schools	1,530	1,530	1,530
NGS 38 - Services for Irregular Migrants	270	1,345	869
NGS 47 Mentoring Cayman Programme	9	9	0
NGS 53 - Palliative Care Nursing - Hospice Care	51	51	56
NGS 54 - Social Marketing for Prevention of HIV/AIDS - Cayman Aids Foundation	45	45	50
NGS 55 - Tertiary Medical Care at Various Overseas and Local Providers	11,444	17,000	14,226
NGS 57 - Gardening Projects and Landscaping	3	3	4
NGS 58 Elite Athletes Programme	118	158	184
NGS 59 Youth Development Programme	39	32	36
NGS 60 Sports Programmes	811	735	707
NGS 61 - Other Sports and Cultural Program	0	96	43
NGS 63 School Lunch and Uniform Programmes	424	477	466
NGS 64 Care of the Indigent, Elderly and Disabled Persons	1,400	1,400	1,400
NGS 65 National Council of Voluntary Organization and Children Services	117	117	117
NGS 66 Foster Care for Children	225	225	225
NGS 67 Community Programmes	124	116	116
NGS 68 Rental Accomodation for Persons in Need	1,600	1,600	1,470
NGS 70 Burial Assistance for Indigents	150	150	117
NGS 71 Support for Battered Women and Children	300	300	300
NGS 72 Therapeutic Services for Young Persons	25	25	8
NGS 74 - Preservation of Natural Environments and Places of Historic Significance	570	620	470
NGS 76 Autism Diagnostics and Sexual Trauma Recovery Programme (Wellness Centre)	29	29	40
NGS 77- Music Therapy Without Borders (Wellness Centre)	0	60	60
NGS 79 - Cayman Islands Protective Services (K9-Security Services)	32	32	23
NGS 80 - Elite Athletes Transfer Program	0	0	23
NGS 81 - Young Nation Building Fund - Transition Funding	0	0	42
NGS 82 Other Sports Programmes	79	0	0
NGS 83 - Other Health & Cultural Programs	21	0	0
Total	**22,767**	**29,576**	**26,464**

NOTE 26: Transfer Payments

Output Group	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Appropriation - Transfer Payments			
TP 12 - Tourism Scholarships	815	615	562
TP 13 - Miss Cayman Scholarship	20	20	10
TP 27 - Pre-School Educational Assistance	714	714	530
TP 30 - Local, Overseas Scholarships and Bursaries	10,763	10,763	10,763
TP 41 Poor Relief Payments	6,260	6,260	6,054
TP 43 Poor Relief Vouchers	1,350	1,500	1,222
TP 44 Temporary Poor Relief	30	30	30
TP 45 Youth After Care Payments	60	60	30
TP 46 - Poor Relief for Refugees	30	81	50
TP 47 Ex- Gratia Benefits to Seamen	6,006	5,100	5,167
TP 48 Benefit Payments to Ex-Servicemen	1,069	1,129	1,151
TP 49 Youth Programmes	152	152	176
TP 50 Pre-School Assistance	150	150	150
TP 51 - Other Educational Assistance	249	249	159
TP 52 - Young Nations Builders Scholarship Fund (YNBP)	600	1,433	1,907
TP 53 - Other Youth, Sports & Culture Programmes/Events	0	400	409
TP 55 - Interest on Loans - Public Servants	0	2	2
TP 56 - Employment Initiatives	641	652	515
TP 57 Children and Family Services Support	484	582	591
TP 58 - Support for the Red Cross	70	70	70
TP 60 Housing Assistance	737	0	149
TP 61 - Student Enrichment & Support Services (formally After School Programmes)	555	555	531
TP 63 - Support to Local Business Associations	140	100	56
TP 66 - Sister Islands Home Repairs Assistance	100	100	358
TP 67 - Sports and Cultural Tourism Programmes Assistance	439	439	429
TP 69 - Support for the Bridge Foundation	60	60	60
TP 70 - Athlete Development Programme	0	119	0
TP 72 Other Youth and Sports Programmes	511	0	0
TP 73 - Other Health & Cultural Program Assistance	150	0	0
TP 74 - Assistance in respect to Importation of Livestock	75	0	0
TP 75 Needs Assessment Support	300	0	0
TP 76 - Assistance for Infrastructure Development	25	0	0
Total	**32,555**	**31,335**	**31,131**

NOTE 27: Other Operating Expenses

Output Group	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
OE 1 - Personal Emoluments for the Judiciary	1,896	2,198	2,029
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	3,392	3,252	3,206
OE 4 - Judiciary Expenses	1,031	811	696
OE 5 - Constituncy Allowances	654	654	635
OE 6 - Contribution to Caribbean Financial Action Task Force	85	150	29
OE 9 - Caricom Fees	168	168	147
OE 11 - Subscription to Caribbean Examinations Council	13	13	11
OE 12 - University of the West Indies Membership Levy	161	420	103
OE 14 - Caribbean Food and Nutrition Institute Subscription	3	3	2
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 Plan Recipients Plan Payments	1,213	1,200	1,200
OE 25 - Settlement of Court	0	37	105
OE 26 - Personal emoluments for the Attorney General	187	180	208
OE 27 - Past Service Pension Liability Payments	11,400	11,400	11,400
OE 43 - Depreciation of Judicial Executive Assets	119	96	22
OE 54 - Caribbean Catastrophic Risk Insurance Facility - Annual Premium	500	500	425
OE 57 - Bank Charges	6	0	0
OE 57 - Executive Bank Charges (Finance)	10	5	5
OE 57 - Executive Bank Charges	20	(25)	(25)
OE 65 -Court of Appeal Expenses	570	20	20
OE 66 - United Nations Caribbean Environmental Program	8	8	6
OE 71- Commonwealth Parliamentary Association	125	95	95
OE 78 Depreciation of Ministry of Community Affairs, Youth and Sports	27	27	27
OE 81 World Anit-Doping Agency	6	6	3
OE 82- Regional Anti-Doping Agency	4	4	0
OE 86 - Compensation	268	402	402
OE 87 - Default on Paloma Government Guaranteed Loan Scheme	0	10	0
OE 89 - Voluntary Separation Package	0	0	2,050
OE 91- Depreciation of District Administration, Tourism & Transport Executive Assets	173	173	87
OE 93 -Caribbean Agricultural Research and Development Institute (CARDI)	94	937	139
OE 94 - OECD - Global Forum	18	0	0
OE 96 - Executive Salary Reimbursements	30	0	0
OE 99- Ex-Gratia Payments for Former Memebers of the Legislative Assembly	12	0	0
OE 100 - Executive Depreciation	170	170	106
OE 101 - Depreciation of Ministry of Planning, Lands, Agriculture, Housing & & Infrastructure Executive Assets	9,694	9,694	9,046
Other Operating Expenses	46,580	681	15,575
Total Operating Expenses	**78,675**	**33,327**	**47,780**

NOTE 27: Other Operating Expenses continued

OE categorisation			
Personnel Costs	18,130	18,230	20,093
Depreciation	10,183	10,160	9,288
Other Operating expenses	50,362	4,937	18,399
Total OE's	**78,675**	**33,327**	**47,780**

NOTE 28: Reconciliation of net cash flows from operating activities to surplus/ (deficit)

Description	Budget 2015/16	Forecast 2014/15	Unaudited Actual 2013/14
Surplus/(deficit) from ordinary activities	121,320	134,606	109,094
Non-cash movements			
Depreciation and Amortisation	47,905	48,409	43,723
Impairment	200	0	0
(Gain)/losses on sale of property plant and equipment	0	9	1,540
Changes in current assets and liabilities:			
(Increase)/decrease in current assets	1,752	(6,665)	1,826
Increase/(decrease) in other liabilities	894	(9,047)	1,871
Net cash flows from operating activities	**172,071**	**167,312**	**158,054**