ANNUAL REPORT 2015-2016

MINISTRY OF PLANNING, LANDS, AGRICULTURE, HOUSING & INFRASTRUCTURE

Ministry of Planning, Lands, Agriculture, Housing & Infrastructure

5th Floor Government Administration Building
133 Elgin Avenue, George Town
Grand Cayman

Tel: (345) 244- 2412
Fax: (345) 949- 2922
Email: ministry.plahi@gov.ky
Website: www.plahi.gov.ky

Foreword

This Annual Report is for the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure (PLAHI). The report outlines the Ministry's performance during the 2015/16 fiscal year in comparison to that which was outlined in the Ministry's budget for the corresponding period.

The requirement for an Annual Report is prescribed under section 44 of the Public Management and Finance Law (PMFL). Section 44 states:

An annual report of a ministry or portfolio shall be presented to the Governor in Cabinet for review within four calendar months after the end of each financial year.

(2) The annual report shall set out the performance of the ministry or portfolio and compare it with that set out in the annual budget statement (including any amendments thereto) for that financial year.

The annual report covers three main areas:

- Service Delivery;
- Financial performance; and
- Governance.

The service delivery section outlines the interventions carried out by the Ministry of PLAHI in furtherance of the Government's policy outcome goals. It also provides commentary which explains material variances in performance when compared to budget.

The financial performance section shows the financial resources the Ministry was afforded in the 2015/16 budget and the inputs purchased to provide services. The financial performance is presented in the form of financial statements prepared in accordance with International Public Sector Accounting Standards (IPSAS), and supporting notes to those financial statements.

The report also includes a section on Governance which outlines the Ministry's efforts in the areas of risk management, audit, freedom of information and answers to parliamentary questions.

Table of Contents

Message from the Minister

One of the key promises made by the Progressives led administration was to improve transparency and accountability for the affairs of the Government. It is therefore my pleasure to present this comprehensive annual report for the Ministry of PLAHI for the fiscal year ended 30 June 2016.

This 2015/16 annual report is a key link in the chain of accountability. It provides citizens with an account of the resources entrusted to my stewardship, and the goods and services that were delivered through the use of those resources.

Working with our partners in the public and private sector, the Ministry of PLAHI is helping to improve our transportation network by making journeys safer and more efficient, improving our ports of entry and developing solutions for our public infrastructure needs.

Infrastructure investment is vital to the future success of the Cayman Islands. It facilitates commerce, improves efficiency, and provides better facilities where our citizens can be cared for and educated, and able to enjoy an improved quality of life.

As Minister, it is my job to create the policy framework for effective service delivery in my Ministry. It is also my job to inspire sound stewardship, support performance, and enable transformation for a relentless focus on priorities, innovation and accountability.

Reflecting on the 2015/16 fiscal year, I am proud of the work delivered by the Ministry of PLAHI. It was a concerted effort by staff at all levels of the organization to take ownership and responsibility in the delivery of excellence.

I am committed to the people of the Cayman Islands and to the promise of this administration for prudent financial management. It is therefore a privilege and an honor to report on the achievements of my Ministry, and the services that we delivered.

Yours sincerely,

____

Hon D Kurt Tibbetts OBE JP
Minister for Planning, Lands, Agriculture,
Housing & Infrastructure
First Elected Member of George Town

Message from the Chief Officer

I am pleased to provide the 2015/16 annual report for the Ministry of Planning, Lands, Agriculture, Housing & Infrastructure for the Fiscal Year ended 2015/16.

The report highlights the Ministry's achievements in the areas of service delivery, financial management and Governance. It also provides key statistics and insight to better inform the public on our past year's performance.

As a Ministry, we've embraced the Government's policies to create a more efficient, accessible and affordable Public Service; promote a culture of good governance; build modern, smart infrastructure; and support a robust Agriculture sector.

Those guiding principles were key beacons for the Ministry's work during 2015/16. Through innovation, a resolute focus on customer service, and a drive to achieve greater value for money, the Ministry was able to exceed service delivery expectations in several key areas which are outlined in this report.

The results achieved and the services delivered are the result of hard work, pride and determination by the great team of people who I have been given the privilege to lead. Everyone contributed by doing their part to find efficient ways of executing their respective areas of work, enhance the customer experience and deliver the policy outcomes of the Government.

I would therefore like to thank all our staff for their hard work and support during the fiscal year, for without their commitment and dedication, the results shown in this report would not be possible.

As a public organization that is focused on service delivery, we will continue to demonstrate strength in leadership, public financial management and performance management.

Yours sincerely,

____

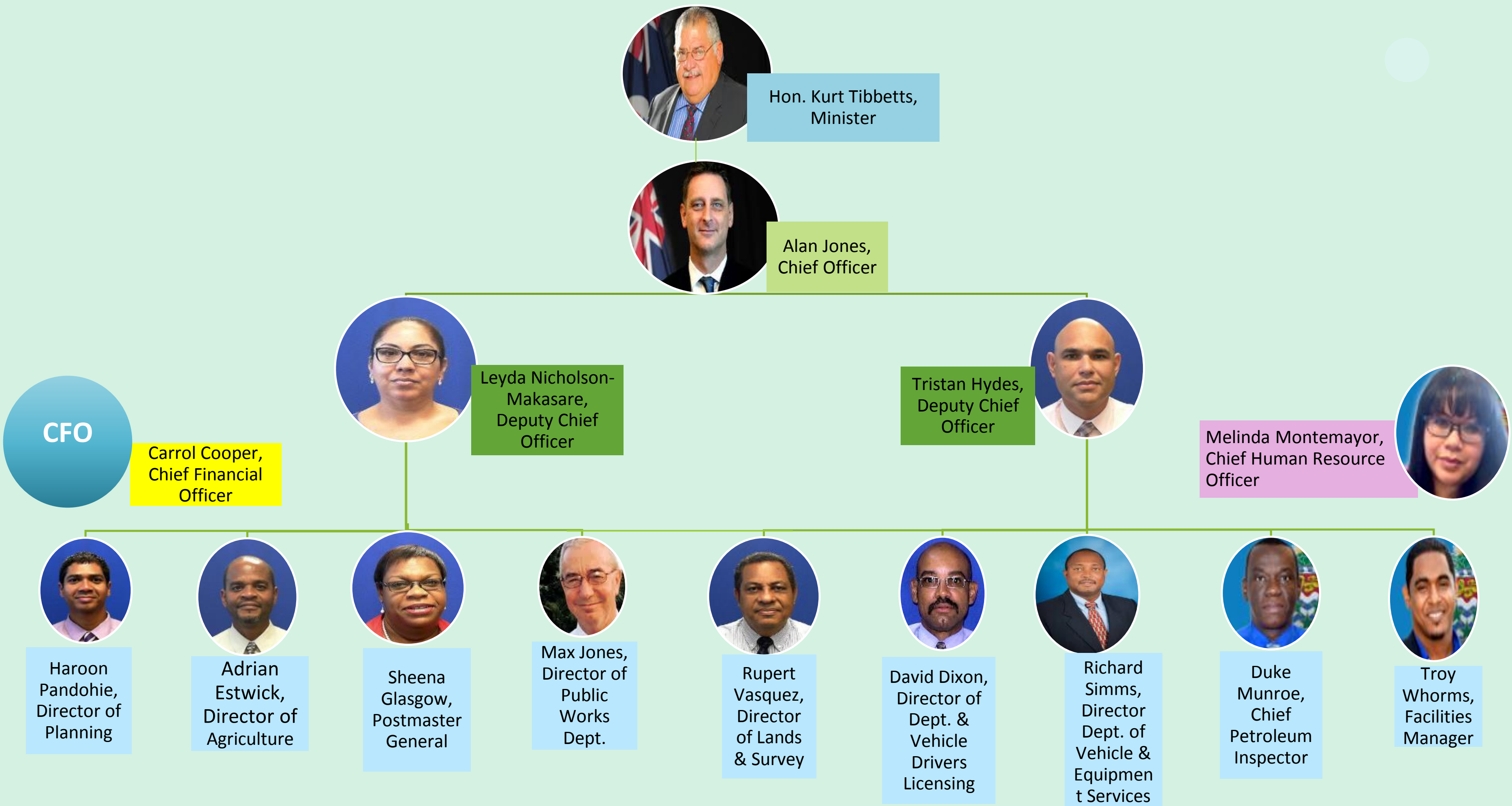
Alan Jones
Chief Officer for the Ministry of Planning, Lands, Agriculture, Housing & Infrastructure

General Information

Nature & Scope of Activities

General Nature of Activities	
The Ministry of Planning, Lands, Agriculture, Housing and Infrastructure (PLAH&I) funds, develops, and monitors the implementation of policy, legislation and services in the areas of infrastructure, management of Crown estates and public buildings, agriculture and petroleum inspection.	
Scope of Activities	
• Infrastructure Support	• Human and Environmental Health & Safety
• Government Support Services	• Collection of Government Revenue
Departments that fall under the Ministry	
• Department of Planning	• Public Works Department
• Lands & Survey Department	• Central Petroleum Inspectorate
• Facilities Management	• Ministry Administration
• Department of Vehicle & Equipment Services	• Department of Vehicle & Drivers' Licensing
• Department of Agriculture	• Postal Services
Authorities, Boards and Committees under the Ministry	
Electricity Regulatory Authority	Information and Communications Technology Authority
Water Authority	National Roads Authority
National Housing and Development Trust	Animal Welfare Advisory Committee
Veterinary Board, Assessment committee	Land Surveyor's Board

Management Structure



Strategic Overview

The Ministry of PLAH&I is responsible for a wide range of services that provide critical infrastructure support for the maintenance of a strong and viable economy.

The Ministry returned another solid year of performance in 2015/16 with several outputs surpassing their planned deliverables for the year.

The Ministry was allocated $44.2 million for operating expenses in the 2015/16 Budget. As a result of cost savings initiatives and restrained recruitment efforts, the Ministry was able to substantially achieve its output delivery at a cost which was approximately **$2.2 million** less than the budget allocated. These savings were returned to the Government in the form of reduced billings to our Customers.

During the year, the Ministry invested some $2.1 million to improve its plant and equipment. This investment will accrue future benefits in the form of greater efficiency and increased productivity through access to modern tools and equipment. The benefits of these investments are discussed further in the chapters covering our service delivery segments.

A major goal for the Ministry in 2015/16 was the development of our human capital. As you will find in our Human Resources section, 2015/16 was a monumental year for talent development with several staff attaining new certification through professional development and training. Many of our staff members also received accolades for outstanding service, hard work and dedication.

The Ministry of PLAHI is leading Government's efforts to enhance its capital investments programme and derive greater value for money in infrastructure spending. This is done primarily through our major projects office which became fully staffed in 2015/16 and is currently providing project management services to Government's seven (7) largest infrastructure projects.

Whilst the Ministry contributes to all 12 of the Government's Broad Outcome Goals, its focus is mainly in the following key areas:

- Building a Modern, Smart Infrastructure;
- Supporting a Robust Agriculture Sector Suited to the Needs and Resources of the Country; and
- Creating A More Efficient, Accessible and Affordable Public Service.

Our intervention efforts to support the Government in achieving these Broad Outcome Goals are summarized in the following pages.

Building a Modern, Smart Infrastructure

Fiscal year 2015/16 was very active in the Ministry's continuing work to build modern smart infrastructure. The Public Works Department (PWD) provided professional consultancy services for the provision of new and upgraded public infrastructure and facilities maintenance services to existing government buildings, facilities and grounds.

Consultancy services (project management, architectural, quantity surveying services) were provided on **21 facilities** with **4** of these being completed during 2015/16. These included **Fairbanks Custody Suites, Edna Moyle Primary School, Northward Prison Kitchen Upgrade and MRCU OXITEC Lab.**

PWD's Major Projects Office is now fully staffed and is working to support partner agencies with the: Cruise Berthing project; the new Owen Roberts International Airport terminal project; the Integrated Solid Waste Management System; the Long Term Residential Mental Health Facility; completion of the John Gray High School Project; the new Courts Facility; and the new headquarters for the Royal Cayman Islands Police Service.

Investment in Infrastructure is key to future success

PWD's operations division completed some **5,361** maintenance work orders and over **20** significant upgrade projects. These included ongoing Cemetery Vault Construction for the Department of Environmental Health (DEH); Maple House Upgrade; Caribbean Haven Kitchen Remodelling/Renovation; Immigration Detention Facility; and DEH Hangar disassembly among others.

The Department of Planning (DoP) considered and **approved some 484 projects** with an estimated value of $614 million. It also **issued 283 building permits** for projects with an estimated value of approximately $204 million, and **issued 160 Certificates of Occupancy** for construction projects costing some $100 million.

The DoP's work in 2015/16 also included implementation of the Builders Law and the Builders Board. The Legislation and supporting Board will create a licensing regime for local contractors and establish standards for accountability in the construction industry.

In L&S, the team issued **over 700 new land parcels**, and registered more than **198 surveys** and **47 Strata Plans**.

As part of the George Town revitalization programme, the Ministry has been working with our partners in the National Roads Authority to create better access and greater interconnectivity within George Town. Projects initiated during 2015/16 included the widening of Godfrey Nixon Way, creating an interconnection between Smith Road and Elgin Avenue, Improvements on Smith Road along with various other road resurfacing work.

These efforts contribute to the growth and prosperity of our Islands and assist the Government in achieving its outcome goal of building a modern smart infrastructure.

Supporting a Robust Agricultural Sector Suited to the Needs and Resources of the Country

Supporting the Island's Agriculture sector falls under the remit of the Department of Agriculture (DoA). The Agriculture community saw several exciting developments in 2015/16 including the recognition of some 300 Cayman Islands Agriculture pioneers who were honored on National Heroes Day in January 2016.

The annual Agriculture show is the preeminent event for the local farming community, and 2016 was the 49th staging of the event which showcased the produce and livestock produced by local farmers. The show was a major success with the Agronomy Unit of the DoA providing some 14,762 plants for sale along with information on safe and effective pest management practices as a means of improving the Island's food security.

Recognizing farming Pioneers in the Cayman Islands

During the Fiscal Year, the DoA **propagated some 90,000 seedlings and plants** which were sold to farmers and the general public. This was an **increase of some 30,000 plants and seedlings** when compared to the production in 2014/15.

The Department also **responded to 480 requests** for service and attended to some 718 animals as part of its Animal Health, regulatory and inspection services.

In research and development, work was carried out to evaluate five tomato varieties for heat tolerance and to document their performance under growing conditions in the Cayman Islands. This research was carried out to improve the supply of locally grown tomatoes during the hot summer months. The research was successful in identifying two slicing varieties which could produce fruits of sufficient yield in the summer months.

The DoA was pleased to assist in the private sector led initiative to expand the Market at the Grounds through the opening of the new Market at the Cricket Grounds in George Town. The new facility will be opened 6 days per week and provide greater access to locally farmed produce while affording additional facilities for local farmers to market their goods.

The Cayman Islands is set to host the 2016 Caribbean Week of Agriculture (CWA), the first for an Associate Member CARICOM country. The CWA is the premier event on the Agriculture calendar in the Caribbean Region. The event brings together key stakeholders in agriculture including policymakers, researchers, academics, and farmers to discuss current issues and recommend policy actions.

The event will be held October 24th to 28th 2016 and will attract close to 300 delegates from across the region. It will also provide an excellent opportunity for the sharing of knowledge and experience among the region's farming community. Much planning work for CWA began in 2015/16 as the DoA prepares to host this exciting event.

Creating A More Efficient, Accessible and Affordable Public Service

The efficient use of public resources is the job of every manager tasked with managing public funds.

One of our Departments which made strides in this area during 2015/16 is the Department of Vehicle and Equipment Services (DVES). Following the implementation of a "**Vehicle Standardisation, Procurement and Use Policy,**" the DVES has seen the cost of providing parts to maintain the Government fleet **reduced by some 27%** from $1.1 million in the 2013/14 fiscal year to less than $800,000 in 2015/16.

The DVES' upgraded fuel management software became fully operational in 2015/16. The new system coupled with the procurement of more fuel efficient vehicles and better fuel management has shown promising results. In 2015/16, **fuel** dispensed by the DVES was **reduced by some 37,000 gallons** when compared to 2013/14. This assisted the Government to reduce its annual fuel costs by some $0.5 million over the same period.

With the support of the DVES, the Postal Service took possession of its first electric vehicle in December 2015. The Nissan NV200e Van features a lithium-ion 24kWh battery and an electric motor. Without the need to replace traditional engine parts, the vehicle is expected to be 40% cheaper to maintain during the life of its service.

The efficient delivery of mail is another area where the postal service significantly improved its efficiency during 2015/16. The Postal Service uses the Universal Postal Union's letter mail delivery measurement system to track how efficiently it is processing and delivering mail. In 2013, the Postal Service was able to process and deliver mail in the desired timeframe only 66.6% of the time. In 2015/16, that performance improved to 78.3% and was the **best delivery performance** to date for the Service.

In 2015/16 The Department of Vehicle and Drivers' Licensing (DVDL) continued its investment in an Electronic Vehicle Registration (EVR) system. When implemented, this system will assist the Government to better enforce local traffic laws and monitor traffic patterns to ease congestion.

Work on a facility that will manufacture registration plates for the EVR system is underway with an anticipated completion date of September 2016. Having production capabilities in-house will better enable DVDL to manage inventory and reduce costs.

As part of the project future initiative, the Ministry is actively considering several recommendations to improve the function and efficiency of various Departments. The Ministry signed off on the first Strategic Assessment under this initiative in January 2016. The Strategic Assessment considered options to improve the efficiency & effectiveness of Surveying services. The Outline Business Case for this Strategic Assessment is expected to be completed by the end of Summer 2016.

For reporting purposes, the Ministry is divided into 6 key service areas.

1. Planning and Infrastructure

The Departments who deliver services under the planning and Infrastructure Group are: Lands & Survey; the Department of Planning; Public Works Department; Petroleum Inspectorate; and Facilities Management.

Lands & Survey is responsible for land registration, surveying, geographic data and the management of government facilities.

The Department of Planning has responsibility for supporting the Central Planning Authority and the Developmental Control Board in regulating all forms of physical development in the Cayman Islands.

The Public Works Department (PWD) is the Government's principal advisor on matters relating to public buildings and their facilities. The department provides project management, construction management, construction activities, architectural, quantity surveying and MEP consultancy services for building related projects, and also the provision of repair and maintenance services to Government properties as requested by Client Agencies.

The Petroleum Inspectorate is charged with assessing whether the petroleum and compressed gas industries are adequately managing their obligations to safeguard health and the environment through regular inspections of bulk storage terminals, service stations, marinas, utility companies, LPG facilities, compressed air facilities, industrial and wholesale tanks and vehicles transporting petroleum. The Petroleum Inspectorate is also a member of the Emergency Response and Marine Spill Response Team and as such provides investigate reports of accidents and spillage.

Facilities Management maintains all operations at the Government Administration Building including security, fit-outs, janitorial, maintenance and other aspects. The building houses over 800 Government workers including the Premier and members of Cabinet. In addition, Facilities Management oversees Civic Centers and Community Centers and is a key member of the Government's Continuity of Operations Subcommittee.

2. Agricultural Services

Agriculture Services is delivered by the **Department of Agriculture**. The Department's role is to develop sustainable agricultural production in order to promote measures of self-sufficiency and food security (compatible with economic reality) for the Cayman Islands. It also serves to preserve and protect the state of health and well-being of plants and animals, and to indirectly promote the wellness of residents through dynamic planned development.

3. Vehicle & Equipment Services

The **Department of Vehicle & Equipment Services** (DVES) provides Fleet Management Services to the Cayman Islands Government's fleet of vehicles and equipment including:

- Preventative Maintenance and Repairs
- Acquisition and Disposal of Fleet
- Sale of Fuel

- Technical Advice on Vehicle related matters
- Maintenance of Transport, Generator and Vehicle repair capacity during emergencies

The Government's fleet consists of 973 registered Units in the following categories:

- 648 light duty vehicles;
- 197 heavy duty vehicles; and
- 128 pieces of heavy equipment.

The fleet is spread across all three Cayman Islands.

4. Postal Services

The CAYMAN ISLANDS POSTAL SERVICE collects and processes more than 40,000 pieces of mail on a daily basis. The Service is part of the global postal network and acts as the Island's hub for mail and package distribution.

5. Vehicle & Drivers' Licensing Service

The DEPARTMENT OF VEHICLE AND DRIVER'S LICENSING was established under the Traffic Law with overall responsibility to:

- inspect and test vehicles;
- register motor vehicles and maintain the register;
- issue licences in respect of motor vehicles and drivers;
- conduct driving tests; and
- perform such other functions as may, from time to time, be prescribed.

There were over 39,000 active vehicles licensed for the transportation network at the end of 2015.

6. Ministry Administrative Services

THE MINISTRY'S ADMINISTRATION DEPARTMENT is the corporate arm of the Ministry with responsibility for legislative planning, research, policy development, strategic planning and ministerial servicing.

In addition to providing leadership functions in the core areas of HR and Finance, staff in the Ministry also represent central Government on the various Boards and Statutory Authorities that fall under the Ministry's remit.

Ministry Administration is also responsible for maintenance and administration of the temporary housing units and oversight of several special projects. These special projects include: The National Energy Policy, Future of Cayman, the Caribbean Week of Agriculture and the Utilities Commission Report.

LANDS & SURVEY |

PETROLEUM INSPECTORATE |

PUBLIC WORKS DEPARTMENT |

DEPARTMENT OF PLANNING |

FACILITIES MANAGEMENT |

PLANNING & INFRASTRUCTURE

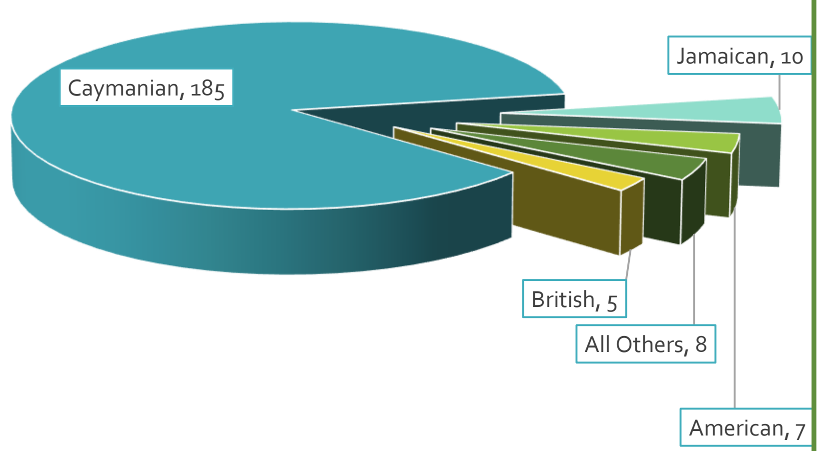
LEADERSHIP

BUILDING MODERN, SMART INFRASTRUCTURE

OPERATING PERFORMANCE
(amounts in $1,000's)

Revenue		
Funded by Cabinet	$	19,647
Funded by Others		2,214
Total Revenue	$	21,861
Expenses		
Personnel	$	13,178
Supplies & Consumables		7,367
Depreciation		762
Total Expenses	$	21,307
Surplus	$	554

STAFF DEMOGRAPHICS (215 TOTAL)




Rupert Vasquez, Director, Lands & Survey


Duke Munroe, Chief Petroleum Inspector


Max Jones, Director, Public Works


Haroon Pandohie, Director, Planning


Troy Whorms, Facilities Manager

Overview of Key Achievements and Highlights during 2015/16

The Ministry was able to deliver several pieces of key work in our various subject areas during 2015/16.

In the area of **Planning and Infrastructure**, the **DEPARTMENT OF PLANNING** (DoP) continued work towards adopting a new building code for the Cayman Islands. The existing code is 17 years old and requires modernization to meet the ongoing need. In addition to the building code, the Department will also be moving from the 2005 electrical code to the 2014 code.

Planning in Action

- 484 Projects approved with an estimated value of CI$614 million
- 283 Building permits issued with an esimated value of CI$204 million
- 160 Certificates of occupancy issued with an estimated value of $100 million

In August 2013, the Department released its new inspection portal as part of the Online Planning System (OPS). The portal significantly revamped the building inspection process by allowing contractors the ability to submit inspection requests online, and inspectors to conduct their inspections with wireless tablets. That ability allowed the Department to drastically reduce the time it takes to process, execute and document an inspection.

In 2015/16, work continued on the next phase of the OPS. In this phase, the Department will move closer toward a paperless environment and enable the electronic submission of building plans. This is expected to become a reality by September of 2016.

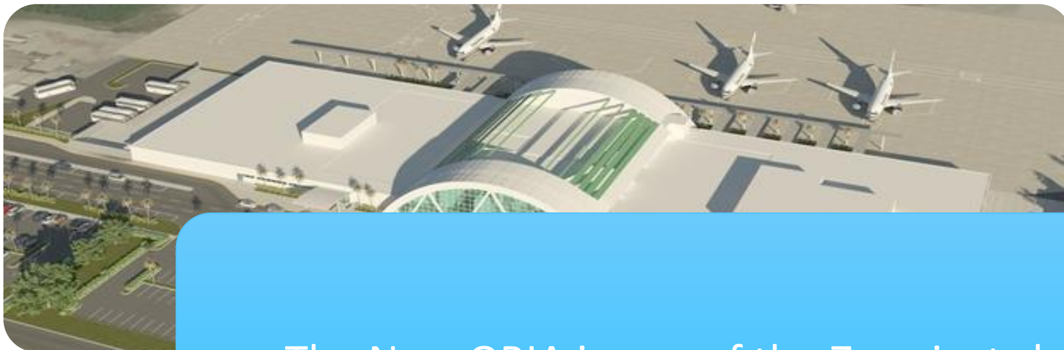
An update of the Builders Board legislation and the appointment of members to the Board was a key achievement during the fiscal year. This legislation is intended to create more accountability in the construction industry by regulating building contractors.

The Builders Board will be responsible for hearing grievances filed against contractors as well as setting regulating industry standards. The licensing regime under the Builders law will bring contractors in line with similar licensing requirements as Plumbers and Electricians. In the next phase of legislative development, the Government will be looking to introduce similar legislation for Architects and Engineers.

The Ministry concluded negotiations for the Third Amendment to the NRA Agreement on May 30th, 2016. As part of this Third Amendment, Dart Realty committed to investing a further US $400 million in development activity including the realignment and expansion of the Esterley Tibbetts highway from the Century 21 Roundabout through Camana Bay to the Butterfield Roundabout. The Ministry was also able to negotiate the removal of the hotel tax rebate that was previously part of the agreement.

The Valuation & Estates Office in the **LANDS & SURVEY DEPARTMENT** began work on updating the asset values for all public lands and buildings. The Department also handled several major real estate transactions including the negotiation of 99-year ground leases for the Westin and Sunshine Suites hotels, the sale of the Safehaven property, and assessment of stamp duty on the Chrissie Tomlinson Memorial Hospital, the Marriott and the ex-Treasure Island Resort complex.

In addition to drafting new legislation to allow for the creation of volumetric parcels, the Lands & Survey Department also registered some 9,300 transfers of land, charges and discharges during 2015/16.



The New ORIA is one of the 7 projects being managed by PWD's major projects Office

The **Public Works Department** Major Projects Office which was established to manage seven major capital projects is now fully staffed. The mandate of this office is to project manage the assigned major projects to ensure that they are delivered on time, on budget, and to the required quality, all the while ensuring that this is done in an open, transparent manner, and in full compliance with all applicable laws, regulations and procedures.

Projects under management are the cruise berthing project, the new ORIA terminal project, the integrated solid waste management system, the Long Term Residential Facility, completion of the John Gray High School Project, the new Courts Facility and the new headquarters for the Royal Cayman Islands Police Service.

The Petroleum Inspectorate underwent major reforms during FY 2015/16. The Dangerous Substances Law was reformed and its Regulations are in final drafting stages for approval. Under the revamped Law, the department's remit will now extend to monitoring and oversight of the economic operations of the sector in addition to expanded compliance oversight of the health and safety of the industry. Specifically, the department will now be requiring any entity who wishes to import or handle fuel in the Islands to be fully permitted to do so. This will establish fuel quality standards for all grades and types of fuel. The Department will also be implementing a number of legal requirements to benefit the overall sector including legal requirements for pump calibrations, mandatory notification of price changes, etc.

As part of its mandate, the Petroleum Inspectorate also carried out 155 inspections of various fuel holding sites and provided consultations on over 100 planning applications.

The Facilities Management Department completed several office fit-outs for key Government Agencies including the General Registry, the Public Service Pensions Board and the National Emergency Operations Center.

Output Performance in 2015/16

Lands & Survey

LSU 1: Valuation and Collection of Stamp Duty

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
LSU 1	**Valuation and Collection of Stamp Duty:** The assessment and collection of Stamp Duty on residential and commercial property, including reassessment of values, together with the provision of related guidance and advice.	• Number of duty stamped documents issued and commercial leases assessed	5,500-6,000	7,046	1,046
		• Number of valuations completed	1,700-1,900	2,030	130
		• Number of re-assessments actioned	400-500	447	-
	Total Cost		$ 242,175	$ 224,641	$ (17,534)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 2: Technical Advice on Land and Survey Matters

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
LSU 2	**Technical Advice on Land and Survey Matters:** The provision of advice and information in respect of the various laws administered by Lands and Survey Department (excluding enquiries dealt with by Land Registry staff) • To witness and notarize execution of legal documents.	• Number of enquiries processed	6,500-7,000	7,571	571
		• Number of legal documents notarized	8-10	23	13
	Total Cost		$ 230,632	$ 155,016	$ (75,616)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 3: Land Registry Records

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
LSU 3	**Land Registry Records:** Provision of a Land Registry to record land title information such as: • New parcels (including leases and strata parcels) • Registered title surveys (including Boundary Plans (BP), Prescribed Composite Maps (PCM) and Mutations) • Registered Strata Plans • Update of existing Registers to record Transfers of Land, Charges and Discharge of Charges	• Number of new parcels	900-1,100	702	(198)
		• Number of title surveys registered	140-170	198	28
		• Number of Strata Plans registered	20-50	47	-
		• Number of Transfers of Land, Charges, Discharge of Charges registered	9,000	6,536	(2,464)
	Total Cost		$ 1,364,030	$ 1,197,191	$ (166,839)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 4: Land Survey Services

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
LSU 4	**Land Survey Services:** The provision of Land Survey services which include: • Surveys: Hydrographic and coastal works surveys, surveys for Registry Map updates, Cadastral and road delimitation of Government lands, Topographic and Site Setting out • Consultancy and Contract supervision • Monitoring of Seven Mile Beach (SMB) topography.	• Number of cadastral surveys conducted • Number of monitoring surveys conducted (SMB)	25-35 12	26 13	- 1
	Total Cost		**$ 453,704**	**$ 299,230**	**$ (154,474)**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 5: Authentication of Survey Plans

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
LSU 5	**Authentication of Survey Plans:** 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. Services provided includes: • Authentication of Cadastral plans and approval of all other surveys and plans • QA or QC of cadastral and topographic surveys • QA or QC of Boundary Plan (BP) and Prescribed Composite Map (PCM) production • Chairmanship of the Land Surveyor's Board including setting of examinations for licensure • Issuance of Survey licenses	• Number of survey plans authenticated • Number of Land Surveyors Board meetings held and chaired by the Chief Surveyor • Number of Survey licenses issued	175 1-2 2	162 1 0	(13) - (2)
	Total Cost		**$ 254,694**	**$ 289,152**	**$ 34,458**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 6: Land Survey Control Network and Services

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
LSU 6	**Land Survey Control Network and Services:** The provision and maintenance of National Land Survey Control Network to facilitate the cadastre, mapping and National Land Information System. Services provided include: • Maintenance and regular inspections of Global Positioning System (GPS) base stations • Geodetic consultancy to private and government clients • Inspection of Tidal gauge installation and data	• Number of inspections conducted on GPS base • Number of geodetic consultations • Number of Tidal gauges inspected	24 20 72	31 1 73	7 (19) 1
	Total Cost		**$ 132,576**	**$ 51,017**	**$ (81,559)**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 7: Government Property Procurement and Disposal

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
LSU 7	**Government Property Procurement and Disposal:** Property procurement for Government, by way of lease, outright purchase or compulsory acquisition Roads Law (2005 Revision) or Land Acquisition Law (1995 Revision), together with disposals of Crown lands including Crown Grants and Vestings. Rent reviews and lease renewals for Cabinet.	• Number of new leases, renewals and • Number of property acquisitions • Number of property sales • Number of leases reviewed	3-5 20-25 3-5 52	8 10 1 54	3 (10) (2) 2
	Total Cost		$ 84,433	$ 79,939	$ (4,494)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 8: Management of Crown Property

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
LSU 8	**Management of Crown Property:** General management of unoccupied Crown-owned land holdings and Crown properties leased to third parties. Services include: • Inspection of the land parcels for encroachments/Crown Properties • Response to service calls regarding Crown land • Rent collection for leased properties	• Number of Land inspections completed • Number of Leased Properties inspections completed • Number of units rented	70 8 3	60 33 3	(10) 25 -
	Total Cost		$ 89,479	$ 60,895	$ (28,584)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 9: Real Estate Valuation and Appraisal

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
LSU 9	**Real Estate Valuation and Appraisal:** The provision of a real estate valuation and appraisal service to Government, to permit negotiation of claims for compensation (i.e. roads), acquisition/disposal of Government property, and valuation of Crown assets.	• Number of non- Stamp Duty valuation reports completed	18-20	17	(1)
	Total Cost		$ 83,113	$ 89,664	$ 6,551
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 10: National Geographic Information Service (GIS)

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
LSU 10	**National Geographic Information Service (GIS):** To coordinate, manage, maintain and deliver the National Geographic Information Service (GIS). Services provided includes: • Provision of Geographic Datasets of the Cayman Islands • Maintenance and deployment of Geographic Applications and the Cayman Land Info website • Provision of Geographic Data/Applications to users • Provision of User Training and Support • Provision of a highly reliable GIS	• Number of Geographic Datasets maintained • Number of Geographic Applications maintained • Number of users with access to Geographic Data/Applications • Number of users trained on using the GIS system •Percentage of system uptime (24/7/365)	90 30 650 75 99.5%	114 30 708 48 99%	24 - 58 (27) -0.5%
	Total Cost		$ 79,929	$ -	$ (79,929)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 11: Mapping Services

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
LSU 11	**Mapping Service :** To provide geographical information and mapping services utilising the National GIS including those to facilitate the statutory requirements of the Chief Surveyor and Registrar of Lands. Services provided include: • Parcel mutations • Provide Boundary Plans (BP) and Prescribed Composite Maps (PCM) • Street network maintenance • Issuance of building numbers • Creation of Buffer maps used in owner notifications • Creation of custom maps to user client requests	• Number of parcel mutations	150	189	39
		• Number of BP/PCM plans processed as drawn	12	19	7
		• Number of streets processed	8	31	23
		• Number of building numbers processed	350	319	(31)
		•Number of buffer maps generated	90-100	278	178
		•Number of custom maps created to user specifications	300-400	1075	675
	Total Cost		**$ 141,413**	**$ 26,631**	**$ (114,782)**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

LSU 12: Software Development Services

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
LSU 12	**Software Development Services :** To develop or acquire new Geographic Information solutions in support of Government mandates and initiatives. To provide business development solutions for Government and the Private Sector to ensure full use of data and applications developed by the National GIS.	• Number of Geographic solutions developed, redeveloped or acquired	6	15	9
		• Number of consultations with agencies and companies	12	24	12
		• Number of Government Agencies subscribed	40	41	1
		• Number of Private companies subscribed	90	89	(1)
	Total Cost		**$ 89,610**	**$ 84,744**	**$ (4,866)**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

Petroleum Inspectorate

CPU 1: Monitoring and Controlling of Petroleum Products, Storage and Handling

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
CPI 1	**Monitoring and Controlling of Petroleum Products, Storage and Handling :** 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.	• Administration of Law (gen admin, reviews/legal, research, policy, analysis, enforcement, design considerations, etc.)	225-250	250	-
		• General Inspections (all permitted premises & vehicle)	245-310	274	-
		• Statutory Consultation (Planning & Permitting)	45-55	109	54
		• Fuel and Energy Initiatives Engagement	3-4	1	(2)
		• Quality Control and Fuel Testing	3-4	2	(1)
		• Operating Permits issuance and related matters	100-120	0	(100)
		•Pump Calibrations witnessed/supervised	19-21	21	-
		• Fuel Prices monitoring and updates	24-26	22	(21)
		•Emergency and Spill Response Management	8-10	13	3
	Total Cost		**$ 148,947**	**$ 148,938**	**$ (9)**
	Related Broad Outcomes	5. Modern, Smart Infrastructure 10. Conservation of our Biological Diversity and Economically Sustainable Development			

Public Works Department

PWD 1: Policy Advice on Government Facilities and Related Matters

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PWD 1	**Policy Advice on Government Facilities and Related Matters:** Policy advice and services on government facilities and related matters to support the Minister of Planning, Lands, Agriculture, Housing and Infrastructure, involving: Preparation of reports and advice papers. Attending meetings	• Number of meetings attended • Number of advice papers issued • Number of reports issued	25-35 15-25 5-10	21 6 0	(4) (9) (5)
	Total Cost		$ 24,865	$ 25,411	$ 546
	Related Broad Outcomes	3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure			

PWD 2: Advice and Assistance on Government Facilities and Related Matters

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PWD 2	**Advice and Assistance on Government Facilities and Related Matters:** Provision of advice and assistance to: • Clients on programmes and non-project specific matters relating to buildings and their related facilities • Government Committees and/or Boards of public or private sector organisations, when departmental staff are appointed by Government, in matters relating to buildings, their related facilities and on tendering procedures • Statutory Authorities and Government owned companies on a reimbursable basis on project and non-project specific matters relating to buildings and their facilities.	• Number of meetings attended • Number of advice papers issued • Number of reports issued	150-175 30-40 5-10	86 28 1	(64) (2) (4)
	Total Cost		$ 132,423	$ 87,191	$ (45,232)
	Related Broad Outcomes	3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure			

PWD 6: Public Parks and Cemeteries Maintenance and Management

Output Code	Description	Quantity	2015/16 Original Budget	2015/16 Revised Budget	2015/16 Actual	2015/16 Variance
PWD 6	**Public Parks and Cemeteries Maintenance and Management:** Maintain and manage public toilets, docks, ramps, cemeteries, beaches and parks	• Number of public toilets maintained	14-16		16	-
		• Number of docks/ramps maintained	8-15		16	1
		• Number of cemeteries maintained	12-15		12	-
		• Number of beaches maintained	12-15		13	-
		• Number of beach accesses maintained	15-25		46	21
		• Number of parks and sites maintained	10-17		18	1
		• Number of streets/sidewalks maintained	10-25		23	-
		• Number of miles of road cleaned	10-20		15	-
	Total Cost		$ 1,499,540	$ 1,737,484	$ 1,712,156	$ (25,328)
	Related Broad Outcomes	3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure				

PWD 8: Consulting Services for Government Building Projects

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PWD 8	**Consulting Services for Government Building Projects:** Provision for architectural, project management and quantity surveying services to provide the following: • Pre-Design: Project Definition Documents (PDD) & Feasibility Studies/Site Report/Code analysis • Schematic Design: Basic diagrammatic layout and adjacencies • Design Development: Preliminary Drawings • Contraction Documents: Final construction Drawings & Planning and Building Control Submissions/Approvals • Procurement/Bidding: Tender documentation • Construction Contract Administration (Project Management): Certificate of payments & Change orders & Construction punch list • Project Closeout • Quantity Surveying: Cost Estimates (at every phase) & Final Accounts • Project Management: Consultant coordination & Contract Administration & Project handover	• Number of drawings/plans produced	20-30	18	(2)
		• Number of cost estimates produced	20-30	16	(4)
		• Number of Project Service Level Agreements (PSLA) signed	30-40	16	(14)
		•Number of projects managed	30-40	15	(15)
		•Number of major projects managed	3	8	5
	Total Cost		$ 841,756	$ 743,326	$ (98,430)
	Related Broad Outcomes	3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure			

PWD 9: Maintenance, Renovations and Upgrades to Government Facilities

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PWD 9	**Maintenance, Renovations and Upgrades to Government Facilities:** Maintenance to and renovations and upgrades of government facilities including: • Execution of work orders for mechanical, electrical and plumbing services (n.b. this involves assessment and procurement of materials and identification of labour, etc.) • Preparation of Facility Condition Reports • Renovations and repairs to existing buildings • Conduct energy efficiency audits for select facilities	• Number of maintenance work orders	6,000-8,000	5,361	(639)
		• Number of Facility Condition Reports prepared	10-30	18	-
		• Number of Renovations and repairs to existing buildings	10-20	105	85
		• Energy Audit	1-3	5	2
	Total Cost		$ 7,257,204	$ 6,887,505	$ (369,699)
	Related Broad Outcomes	3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure			

The Department closed 5,361 work orders from a total of 5,772 that was generated during the year. The lower than expected amount is mainly attributable to a consolidation of district offices and more agencies choosing to handle their own maintenance needs.

PWD 10: Disaster Preparedness

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PWD 10	**Disaster Preparedness:** Carry out disaster preparedness activities for hurricane, earthquake, and other natural and manmade disasters including: Executing an annual hurricane preparedness exercise	• Number of hurricane preparedness exercises	1	1	-
		• Number of buildings prepared / inspected	97	102	5
		• Number of shelters and critical facility mechanical / electrical / plumbing systems	97	102	5
		• Updating PWD Hurricane Plans	1	1	-
	Total Cost		$ 71,531	$ 73,503	$ 1,972
	Related Broad Outcomes	3. A More Secure Community 4. A More Efficient, Accessible and Affordable Public Service 5. Modern, Smart Infrastructure			

Department of Planning

PLN 24: Policy Advice to the Ministry

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PLN 24	**Policy Advice to the Ministry:** Provide advice to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure and the Central Planning Authority on policy issues related to planning and development throughout the three islands.	• Hours spent on briefings, papers and reports	2,000-2,750	1,446	(554)
	Total Cost		$ 406,764	$ 59,542	$ (347,222)
	Related Broad Outcomes	1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics 10. Conservation of our Biological Diversity and Ecologically Sustainable Development 11. Robust Agriculture Sector Suited to the Needs and Resources of the Country			

PLN 27: Process Development Applications. Compiling appeal briefs for onward transmission to the Ministry of PLAH&I

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PLN 27	**Process Development Applications. Compiling appeal briefs for onward transmission to the Ministry PLAH&I:** The processing of development applications for planning permission	• Processing Development Applications	600-650	634	-
		• Processing Development Applications for consideration by the CPA/DCB	450-500	472	-
		•Trade and Business letters	150-200	694	494
		• Zoning queries	50-75	235	160
		•Compiling Appeal Briefs	10-12	32	20
	Total Cost		$ 742,167	$ 1,308,298	$ 566,131
	Related Broad Outcomes	1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics 10. Conservation of our Biological Diversity and Ecologically Sustainable Development 11. Robust Agriculture Sector Suited to the Needs and Resources of the Country			

PLN 28: Enforcement of Planning Laws and Regulations

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PLN 28	**Enforcement of Planning Laws and Regulations:** Enforcement of planning laws and regulations	• Number of enforcement cases opened	120-145	123	-
	Total Cost		$ 230,721	$ 272,551	$ 41,830
	Related Broad Outcomes	1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics 10. Conservation of our Biological Diversity and Ecologically Sustainable Development 11. Robust Agriculture Sector Suited to the Needs and Resources of the Country			

PLN 30: Processing Building Applications

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PLN 30	**Processing Building Applications:** Reviewing development applications for compliance with the Building Code for the issuance of building permits and the carrying out of inspections to ensure the compliance with approved plans and certify buildings fit for occupancy	• Number of reviews • Number of building permits issued •Number of Inspections • Number of Certificate of Occupancy (CO) issued	5,000-5,500 900-950 13,000-14,500 325-350	5,574 848 9,950 303	74 (52) (3,050) (22)
	Total Cost		$ 1,530,365	$ 886,261	$ (644,104)
	Related Broad Outcomes	1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics 10. Conservation of our Biological Diversity and Ecologically Sustainable Development 11. Robust Agriculture Sector Suited to the Needs and Resources of the Country			

PLN 33: Statistical Information

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
PLN 33	**Statistical Information:** Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors	• Number of statistical information reports produced	25-35	76	41
	Total Cost		$ 73,540	$ 5,657	$ (67,883)
	Related Broad Outcomes	1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics 10. Conservation of our Biological Diversity and Ecologically Sustainable Development 11. Robust Agriculture Sector Suited to the Needs and Resources of the Country			

PLN 34: Support to Boards and Committees

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
PLN 34	**Support to Boards and Committees:** Provide administrative and technical support to the Central Planning Authority (CPA), Development Control Board (DCB), Electrical Board of Examiners (EBE), and Development Planning Law and Regulatory Review Committee (DPL& RRC) to assist them in carrying out their mandates.	• Number of CPA meeting agendas	28-30	26	(2)
		• Number of CPA minutes	28-30	27	(1)
		•Number of CPA decision letters	900-1000	709	(191)
		• Number of DCB meeting agenda	24-28	14	(10)
		•Number of DCB meeting minutes	24-28	14	(10)
		• Number of DCB decision letters	350-400	75	(275)
		•Number of EBE meeting agenda	12-14	12	-
		• Number of EBE meeting minutes	12-14	12	-
		• Number of EBE decision letters	250-300	148	(102)
	Total Cost		**$ 84,660**	**$ 46,089**	**$ (38,571)**
	Related Broad Outcomes	1. A Strong, Thriving and Increasingly Diverse Economy 3. A More Secure Community 5. Modern, Smart Infrastructure 8. A Culture of Good Governance 9. Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics 10. Conservation of our Biological Diversity and Ecologically Sustainable Development 11. Robust Agriculture Sector Suited to the Needs and Resources of the Country			

Facilities Management

MPA 4: Facilities Management

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
MPA 4	**Facilities Management:** Provision of Facilities Management services for multi-user Government Buildings • Government Administration Building (GAB) • Cayman Islands' Environmental Centre (CIEC) • Town Hall and Civic Centres	• Number of service calls actioned	650-700	-	(650)
		• Number of inspections completed	950-1,000	-	(950)
		•Number of contracts managed	50-60	-	(50)
	Total Cost		**$ 4,619,549**	**$ 2,436,823**	**$ (2,182,726)**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

AGRICULTURAL SERVICES

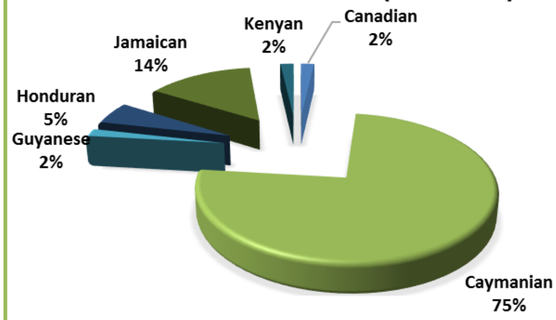
AGRICULUTURAL SERVICES AT A GLANCE

OPERATING PERFORMANCE

(amounts in $1,000's)

Revenue		
Funded by Cabinet	$	4,333
Funded by Others		1,744
Total Revenue	$	6,077
Expenses		
Personnel	$	2,929
Supplies & Consumables		2,839
Depreciation		387
Total Expenses	$	6,155
Loss	$	(78)

STAFF DEMOGRAPHICS (56 TOTAL)



LEADERSHIP

Adrian Estwick
Director

KEY SERVICES PROVIDED

Description	Budget
> Sale of Agriculture inputs	1,527,091
> Agronomy (Crop production)	657,163
> Plant Health (plant protection)	604,526
> Livestock Production	327,087
> Animal Welfare Control	361,169
> Abattoir Operations	313,016
> Agriculture Sector Development	423,961
> Animal Health	514,302

30,000
Seedlings & Plants Propogated

14,762
Plants at Agriculture Show

2,300
Hours of Services to Farmers

20
Educational Programmes Delivered

Functions and Activities

The Department of Agriculture (DoA) seeks to develop sustainable agricultural production in order to promote measures of self-sufficiency and food security (compatible with economic reality) for the Cayman Islands; to preserve and protect the state of health and well-being of plants and animals; and to indirectly promote the wellness of residents through dynamic planned development. These functions and activities are carried out through the provision of 8 key services:

- Sale of Agriculture inputs
- Agronomy (Crop production)
- Plant Health (plant protection)
- Livestock Production
- Animal Welfare & Control
- Abattoir operations
- Agriculture sector Developments and
- Animal Health

Policy Outcome goals we contribute to:

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

Financial Resources Utilized

The overall budget for Agricultural Services is **CI$6.6 million**. Approximately $4.7 million is received from Cabinet for services delivered on behalf of the Government while approximately $1.8 million is received annually for the sale of goods and services to the public.

Staff Resources Utilized

The Department has a budgeted staff complement of approximately 60. Staff is allocated between Grand Cayman and Cayman Brac.

Key Achievements and Highlights for 2015/16

The Agronomy Unit undertook programmes geared at the resuscitation and realignment of a banana germplasm plot, the evaluation of pre-commercial and commercial lines of heat tolerant tomatoes, the production of high quality scotch bonnet and seasoning pepper seedlings, and carried out research and development for the rapid mass propagation and multiplication of apple banana and plantains.

As part of its research and development programme, the DoA evaluated five tomato varieties for heat tolerance. This is to facilitate greater local tomato production during the hot summer months. The preliminary results were very promising with two of the slicing varieties showing great potential with respect to yield in our hot climate.

2016 was the 49th staging of the annual Agriculture Show. This year's theme was "Achieving Sustainable Agriculture to Enable Increased Food Security." The DoA provided some 14,762 plants for sale at the show and provided information on the use of safe and effective pest management practices as a means of improving the Island's food security.

The DoA was pleased to be a partner in the private sector led initiative to extend the "Market at the Grounds.' A facility on Huldah Avenue in George Town was opened in December of 2015 and will be offering farming produce to the general public 6 days per week.

Following a significant period of inactivity, the Land Clearing programme was restarted in June of 2016.

A number of staff from the DoA received awards as part of the 2016 National Heroes Award Ceremony. The Assistant Director also completed a second year as Chairman of the Caribbean Plant Health Directors Forum.

Livestock Production

Provide Animal Husbandry services to optimize the productivity of livestock at the farm level, through:

- Operation of a livestock extension service provision of technical advice on livestock nutrition, housing and infrastructure
- Operation of a coordinated National Livestock Identification System
- Operation of a coordinated National Livestock Genetic Improvement System through the use of Artificial Insemination

Plant Health (Plant Protection & Imports)

To regulate the importation and exportation of plants, plant products and aggregate.
To detect and prevent the entry, establishment and spread of new plant pests.

Animal Health (Veterinary Services & Imports)

Provide ambulatory medical and surgical service to farm animals including after-hours emergencies. Regulate the importation and exportation of animals and animal products to protect the health of animal and human populations from the entry and movement of animal pests and animal and zoonotic diseases. Administer programmes to:

- prevent the entry, establishment and spread of new animal pests and diseases
- identify, prevent the spread of and manage existing animal pest/diseases

Agronomy (Crop Production)

Provide support to commercial farmers and backyard gardeners in the production of crops and proper care and maintenance of plants. This includes provision of:

- Technical advice and Extension services
- Vegetable seedlings and young fruit trees for planting
- Land Clearing and Tree Crop Husbandry Services for Commercial farmers.

Agriculture Sector Development Services

Provide training and educational interventions; marketing, agri-business, promotional, public relations and logistical services to support the development of the Agricultural Sector and the enhancement of National Food and Nutrition Security. This includes the production and publication of:

- Factsheets & Bulletins
- Agriculture Sector Data

The DoA administered 42 artificial inseminations in 2015/16 to aid farmers with **livestock production**. The Department also processed some 349 pest samples for diagnosis and identification of pests. A Protocol was developed to facilitate importation of oversized balled and burlapped trees as part of the **plant health** programme. A preliminary trial was also carried out to evaluate the use of reflective mulch to reduce the incidence of viral infection in the Scotch Bonnet hot pepper variety. The result indicated that the peppers grown using the reflective mulch grew faster, are more robust, produced higher yield and succumbed to less pest infestation and viral infections. Under the **animal health** services, the DoA responded to 480 requests for services and attended to some 718 animals. Some 20 educational activities were held with various schools and pupil groups as part of **Agronomy** and **Agriculture Development Services**. Farmers were also assisted with land clearing following the arrival of new equipment. Some 7 acres were cleared in East End during the month of June 2016 and this programme is expected to continue in 2016/17.

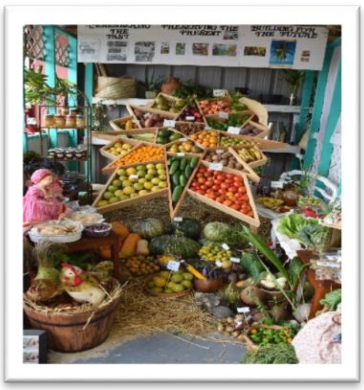
Animal Welfare & Control

Provide a service to the community to:

- reduce the number of stray and neglected animals
- educate residents on matters of animal welfare
- investigate complaints of inhumane treatment of animals
- inspect licensed (animal related) operations to ensure compliance with the conditions of their operating license

Abattoir Services

Provide a facility and service for the slaughter and dressing for human consumption in compliance with the regulations and departmental standards. Deliver carcasses to and on behalf of clients.



Sale of Agricultural Inputs

Provide agricultural supplies to farmers, backyard gardeners and the general public to support agricultural production, through the sale of: Livestock feed; Fertilizers; Pesticides and other Miscellaneous agricultural supplies.

There was a significant reduction in the number of animals impounded and or euthanized during 2015/16. This is due to a reduction in the number of **animal welfare** complaints received by the Department and an increase in the number of adoptions. The DoA assisted farmers with **Abattoir Services** by facilitating the proper slaughter and handling of 572 animals for human consumption. This was carried out over a period of 91 kill days. The DoA saw an increase of over 30,000 seedlings and plants propagated and **sold to farmers and the public**. During the fiscal year, the nursery focused heavily on the grafting of avocados, mangoes, naseberry and production of breadfruit plants for sale to the farming community. Minor fruit trees propagated included jackfruit, carambola, soursop, ackee, starapple and June plum. This resulted in the sale of over 500 fruit trees during the course of the year. The Tree Crop Husbandry programme delivered some 2,300 hours of services to farmers and over 715 hours of technical advice for animal husbandry services.

Output Performance

AGR 21: Agricultural Sales Service

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
AGR 21	**Agricultural Sales Service-** Provide agricultural supplies to farmers, backyard gardeners and the general public to support agricultural production: • Livestock feed • Fertilizer • Pesticides, (e.g. insecticides, fungicides, herbicides, nematicides and acaricides) • Miscellaneous items, (e.g. backpack sprayers and spare parts, plant pots and bags, irrigation hose and drippers, poultry feeders & waterers, electric fencing, fence posts and barbed wire.	• Number of sale transactions processed • Number of orders processed	25,000-30,000 180-220	44,500	14,500
	Total Cost		**$ 1,527,091**	**$ 1,349,007**	**$ (178,084)**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

The DoA is the sole supplier of livestock feed and the primary supplier of fertilizers, pesticides and agriculture supplies in the Cayman Islands. Whilst the actual volume of feed dispensed is comparable to the previous fiscal year, the DoA processed some 44,500 sales transactions as part of **AGR 21**. This amount was 14,500 higher than the upper range for this output. This indicates that the average customer is purchasing less volume per transaction when compared to the previous year.

AGR 24: Plant Health, Regulatory and Inspection Services

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
AGR 24	**Plant Health, Regulatory and Inspection Services-** 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. • Administration of programmes to identify, prevent the spread and manage existing plant pests. • Activities to regulate the importation of pesticides and to promote the safe handling, use and storage of these products.	• Number of plant import permits and phyto-sanitary certificates issued	400-500	552	52
		• Number of Aggregate import permits issued	15-20	13	(2)
		•Number of taskforce inspections	120-150	255	105
		• Number of consignment inspections in customs warehouse	800-850	640	(160)
		• Number of baggage inspections	4,500-5,000	5,384	384
		•Number of Inspections (flights, cargo or mail) conducted by canine detector unit	3,500-4,000	1,518	(1,982)
		• Number of visits to sentinel sites for fruit fly and other pest monitoring	1,000-1,500	682	(318)
		•Number of samples collected, processed and identified taxonomically	450-500	334	(116)
		• Number of pest risk assessments conducted and completed	5-7	1	(4)
		•Number of samples collected, processed and identified for diagnostic purposes	240-260	401	141
		• Number of pest management projects	2-3	2	-
		•Number of Letters of authorizations issued for importation of pesticide products.	5-8	14	8
	Total Cost		**$ 604,526**	**$ 582,902**	**$ (21,624)**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

The Tephritid Fruit fly as a group is recognized as one of the highest regional priority pest threats. The DoA operates a comprehensive monitoring and surveillance programme for these pests as part of **AGR 24**. The programme comprises of 91 traps in Grand Cayman and 13 traps in Cayman Brac. Servicing of traps fell by 50% in 2015-16 due to staffing challenges. Corrective measures are being taken for 2016/17. Despite the shortfall, the programme made the first detection of a fruit fly of quarantine importance in Cayman Brac in April 2016. Another fruit fly species of quarantine importance is present in Grand Cayman. In addition to monitoring and surveillance, the DoA has and will increase efforts to educate and support farmers in the management of this pest.

The DoA also continues monitoring for the possible introduction of the Giant African Snail. This is a very serious pest now present in Florida and other Caribbean Islands. To date, the Cayman Islands remain free of this pest.

The Department received 349 pest samples for diagnosis and identification either collected by officers during extension visits or submitted by farmers, landscapers and homeowners. The Department works with a range of professional organizations, including the Caribbean Pest Diagnostic Network, Florida Department of Agriculture, University of Florida, and FERA services UK to confirm and verify taxonomical identification of pests.

The DoA also undertook other special projects to study the type and composition of micro-organisms present in imported potting soils/mixes, and to develop a protocol to facilitate the importation of oversized balled and burlapped trees into the Cayman Islands.

AGR 25: Animal Welfare and Control Services

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
AGR 25	**Animal Welfare and Control Services-** To reduce the number of stray and neglected animals • To educate residents on matters of animal welfare • To investigate complaints of inhumane treatment of animals • Inspection of licensed premises to ensure compliance with the conditions of their operating license	• Number of animals impounded	600-650	359	(241)
		• Number of animals euthanized	400-500	210	(190)
		•Number of animals returned/adopted	90-100	93	-
		• Number of public education/awareness events	15-20	14	(1)
		• Number of investigations conducted	400-500	274	(126)
		•Number of inspections of licensed premises	10-15	24	9
		• Number of revisits to ensure that breaches are corrected	200-250	246	-
		•Number of reports to Facility Managers	4-6	2	(2)
		• Number of reports to Animal Welfare Advisory Council	6-8	10	2
	Total Cost		**$ 361,169**	**$ 459,182**	**$ 98,013**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

The number of Impounds fell significantly due to the number of chicken trap requests. And due to the increased adoptions and low number of impounded dogs, the number of euthanasia also fell. The number of investigations conducted were below the budgeted amount due to a reduced number of **animal welfare** complaints.

AGR 26: Support Services for the Development of the Agricultural Sector

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
AGR 26	**Support Services for the Development of the Agricultural Sector-** 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: • Coordination and delivery of training and educational interventions and programmes • Provision of assistance and support to educational activities and programmes targeted at the youth • Provision of strategic and logistical support to institutions and organizations within the sector • 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. • Collection and production of statistical data. • Coordination of technical and strategic support for infrastructure and other development within the sector (capacity building). • Coordination Media liaison activities and general PR to inform the public on sectorial issues. • Coordination and administration of the Agricultural Membership Programme & support recognized farmers in accessing benefits and services offered by the wider Government Service	• 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	377	(423)
		• 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	3256	(244)
		•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	109	(391)
		• Number of man hours spent administering the Agricultural Membership Programme.	300-350	135	(165)
	Total Cost		**$ 423,961**	**$ 241,626**	**$ (182,335)**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

The DoA delivered some 20 educational activities in various schools and youth groups in **Support of Agriculture Development**. These included:

- Careers Day at Prospect Primary School 20th May 2016 with students from Red Bay Primary also in attendance;
- Careers Day at North Side Primary School 26th February, 2016 with students from Bodden Town Primary also in attendance;
- Pesticide Awareness presentations under the theme " Children are Precious; Protect them from Pesticides." The message was presented to Grade 6 students at Prospect Primary, Red Bay Primary and George Town Primary during Pesticide Awareness Week 29th September to 3rd October 2015;
- Mathematics in medicine assembly Cayman Prep;
- Lighthouse School and other school farm tours.

Additional training interventions for farmers included:

- Two livestock production seminars on Cattle and Poultry (One on Goat was cancelled due to weather);

- Update of Fusarium Wilt in Bananas (Tropical Race 4- TR4);
- Summer Planting of Tomatoes - Report on variety trials for heat tolerance;
- Management of Sooty Mold;
- Training of Market vendors.

The most significant decline in man-hours allocated to training came as a result of the cancellation of the Annual Safe Use and Handling of Pesticides course. The course was moved from its usual time slot in September/October to July/August at the request of clients but insufficient persons registered for the course for it to be held. The course will return to its usual time slot in 2016-17.

The DoA continues to actively support all three Agriculture Shows in Grand Cayman, Cayman Brac and Little Cayman. For the Grand Cayman show, the DoA significantly expanded its display and education area. The expanded educational display area was a great success and the Department received numerous commendations for its efforts.

Despite challenges with equipment and a dependence on Hazard Management to produce the ID cards, the DOA has now managed to grow the programme to include 211 commercial and 43 non-commercial ID's reviewed, approved and issued.

A ‘crash’ of the Hazard Management database caused DoA to lose its database of ID Photos and cards (details on the members are kept on a separate data base at DoA). Consequently, in 2016-2017 the DOA will have all of the necessary software and hardware for the programme moved in-house.

The Department through the Assistant Director continues to actively support the ‘Market at the Grounds,' which in December of 2015, opened its new 6 days a week market at the Huldah Avenue location in George Town.

AGR 27: Crop Husbandry Services

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
AGR 27	**Crop Husbandry Services-** Support commercial farmers and backyard gardeners involving: • Agricultural land clearing for commercial farmers • Provision of vegetable seedlings and young fruit trees to farmers and backyard gardeners. • Crop Husbandry Services, which involves pruning and chemical spraying for the management of pests for commercial farmers • Provision of technical advice and extension information to customers on matters relating to the proper care and maintenance of plant • Transfer of information and technology garnered by agriculture research and development • Provision of decoration plants for special functions.	• Number of hours providing agricultural land clearing	500-1,000		
		• Number of plants propagated for sale	50,000-60,000	90,000	30,000
		•Number of hours providing crop husbandry services	2,500-3,000	2,300	(200)
		• Number of visits of extension queries	900-1,100	1,013	-
		• Number of research projects completed	1-2	1	-
		• Number of functions decorated	6-10	24	14
	Total Cost		**$ 657,163**	**$ 722,640**	**$ 65,477**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

The Land Clearing programme only restarted in June after a protracted suspension while a replacement heavy equipment operator was being recruited.

In June **seven acres were cleared in East End.**

In addition to the over **30,000 increase in seedlings and plants** propagated and sold to farmers and the public, in 2015 -16 the nursery focused heavily on grafting of avocados, mangoes, naseberry and production of breadfruit plants for sale to the farming community. Minor fruit trees propagated included jackfruit, carambola, soursop, ackee, starapple and June plum. Approximately 500 fruit trees were sold for the period under review.

The Tree **Crop Husbandry** programme spent some twenty-three hundred (2,300) hours delivering services to farmers, which is approximately 200 hours below minimum budget. Several factors contributed to this situation - namely high winds, rainfall periods, personnel issues and preparation for the annual agriculture show. The programme faces challenges with an increase in the number of commercial farmers requesting services thus putting strain on the human resources available to execute the programme. Additionally, some of the farms have outgrown the programme in terms of farm size, which has resulted in those jobs taking much longer to complete.

The Research & Development unit undertook one variety trial to evaluate 6 heat tolerant tomato varieties for suitability for production during the Summer months in the Cayman Islands when there are usually no local tomatoes being produced. The trial yielded positive results, with three (3) promising varieties now being planted by local farmers thereby extending their window of tomato production.

AGR 28: Animal Husbandry Services

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
AGR 28	**Animal Husbandry Services**- Provision of Animal Husbandry Services in order to optimise the productivity of livestock at the farm level through: • Operation of a coordinated National Livestock Identification System • Operation of a coordinated National Livestock Genetic Improvement System through the use of Artificial Insemination • Provision of a pasture fencing service to registered farmers • Provision of sound and appropriate technical advice on livestock nutrition, housing and infrastructure • Operation of a coordinated Honey Bee Program through the establishment of on-site hives and the provision of extension services.	• Number of animals registered	120-150	118	(2)
		• Number of animals received for Artificial Insemination	50-60	42	(8)
		•Number of man-hours spent providing technical advice	500-700	715.5	16
		• Number of technical reports produced	10-15	9	(1)
		• Number of honey bee Farm visits	5-10	-	(5)
		• Number of new honey bee hives established	5-15	-	(5)
		• Number of man-hours spent surveying local melliferous plant life	20-50	-	(20)
	Total Cost		**$ 327,087**	**$ 180,918**	**$ (146,169)**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

Most of the measures delivered under ARG 28 were delivered within expected ranges. The decline in the number of animals received for artificial insemination resulted from a temporary suspension of the programme during the year under review while polices were revised to address observed weaknesses.

AGR 29: Abattoir Services

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
AGR 29	**Abattoir Services**-Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards • Delivery of carcasses to clients	• Number of animals slaughtered	550-650	572	-
		• Number of kill days	100-120	91	(9)
		•Number of carcasses delivered to clients	550-650	577	-
	Total Cost		**$ 313,016**	**$ 144,824**	**$ (168,192)**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

The slightly lower than expected number of kill days under AGR 29 reflects improvements in the efficiency of the abattoir team. Equipment replacement and upgrades also contributed to the enhanced efficiency at the facility.

AGR 31: Animal Health, Regulatory and Inspection

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
AGR 31	**Animal Health, Regulatory and Inspection Services-** Provision of animal health care involving: • Ambulatory medical and surgical service to farm animals including after-hours emergencies • Issuance of permits and certificates prior to the importation or exportation of animals and animal products • Administration of programmes to prevent the entry, establishment and spread of new animal pests and diseases • Administer a programme to identify, prevent the spread of and manage existing animal pest/diseases • Verification that the import/export of animals/animal products are in compliance with import/export conditions	• Number of animals attended	1,100-1,300	718	(382)
		•Number of requests for services	760-960	480	(280)
		•Number of permits and certificates issued	1,200-1,400	1,316	-
		• Programmes to prevent new animal pests and diseases	1-2	1	-
		• Number of animals treated under programmes for existing animal pests and diseases	1,300-1,500	601	(699)
		•Number of port inspections completed - animals	700-800	612	(88)
		• Number of port inspections completed - animal products and fish	4,750-5,500	4,631	(119)
		•Ante-mortem Inspections completed	650-750	572	(78)
		•Number of hours spent by canine detector unit conducting inspections	940-1,200	-	(940)
	Total Cost		**$ 514,302**	**$ 270,491**	**$ (243,811)**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

An enhanced collection regime, where appropriate charges are now levied for ambulatory and surgical visits has correlated with a decline in the number of requests received by the Department's vets for these services.

Charging the appropriate fees raises awareness of the true cost of providing these services among the farming community. Farmers are therefore now more selective in the instances when they access this service.

AGR 32: Policy Advice on Matters Relating to the Agricultural Sector

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
AGR 32	**Policy Advice on Matters Relating to the Agricultural Sector-**Policy advice and administrative support to the Ministry on scientific, technical and strategic matters relating to the Agricultural Sector involving: • Preparation of draft policy statements and instructions for revision of laws • Planning and direction for the development of the Agricultural Sector • Answers to Parliamentary questions • Replies to correspondence and other requests for information.	• Number of hours providing policy advice on matters of the Agricultural sector.	615-750	-	(615)
	Total Cost		**$ 108,535**	**$ 27,202**	**$ (81,333)**
	Related Broad Outcomes	11. A Robust Agriculture Sector Suited to the Needs and Resources of the Country			

POSTAL SERVICES

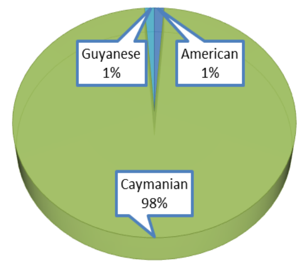
POSTAL SERVICES AT A GLANCE

OPERATING PERFORMANCE

(amounts in $1,000's)

Revenue		
Funded by Cabinet	$	1,649
Funded by Others		2,802
Total Revenue	$	4,451
Expenses		
Personnel	$	3,648
Supplies & Consumables		927
Depreciation		255
Total Expenses	$	4,830
Loss	$	(379)

STAFF DEMOGRAPHICS (82 TOTAL)



LEADERSHIP

Sheena Glasgow
Postmaster General - 814-6505

KEY SERVICES PROVIDED

Description	Budget
> Revenue Collections	56,208
> National Mail Service - Grand Cayman	978,745
>Philatelic Services	197,793
> National Mail Service - Sister Islands	416,132

Volume handled
- 2014-15 = 4,575,407
- 2015-16 = 5,143,619

Efficiency measures
- Improvement in timely delivery
- more efficient equipment
- Audit recommendation implemented

Future outlook
- New mail sorter
- Faster Service
- Improved Fiscal Position

Functions and Activities

As part of a global postal network, the Cayman Islands Postal Service (CIPS) provides business and residential mail services in the Cayman Islands.

The CIPS maintains 11,000 post boxes across all three Cayman Islands and process more than 40,000 pieces of mail on a daily basis.

Policy outcome Goals we contribute to:

A work ready and globally competitive workforce.

Financial Resources Utilized

The overall expenditure for the CIPS was $4.8 million, approximately $1.6 million was received from Cabinet for services delivered on behalf of the Government while $2.3 million was received from the sale of goods and services.

Staff Resources utilized

The Postal Service has a budgeted staff complement of approximately 82. Staff is located on all three Cayman Islands.

Key Achievements and Highlights for 2015/16

In 2015/16 the CIPS achieved its best delivery performance since the current mail tracking system was implemented in 2013. According to the Global Monitoring System operated by the Universal Postal Union, the CIPS was able to deliver 78.3 percent of all mail tracked within the specified period. This is an improvement from the 66.6 percent recorded in 2013.

Domestic mail volumes increased markedly in 2015/16 when compared to the previous fiscal year, the service also saw an increase in inbound international mail.

Fiscal Year	Domestic	Inward	Outward	Grand Total
2014-2015	3,278,985	1,224,001	72,421	4,575,407
2015-2016	3,673,068	1,414,924	55,627	5,143,619
Grand Total	**6,952,053**	**2,638,925**	**128,048**	**9,719,026**

As part of a cross agency collaboration, the Postal Service partnered with the Department of Vehicle and Equipment Services to launch the first Electric Pilot Program in Government. The Nissan NV200e was placed in the postal fleet in December 2015 and is expected to reduce maintenance and operating costs by some 40%.

The Postal Service was one of the Agencies identified for potential efficiency improvements in the EY report on Project Future. In 2015/16, the Ministry prepared a Strategic Assessment (based on EY's recommendation) to look at ways to reduce the Cayman Islands Postal Service's dependence on public funds.

The Strategic Assessment document was released in June 2016 and examined options to improve the commercial viability of the service, encourage innovation and support Government's outcome goals. The report identified the need to deploy a combination of productivity improvements, process efficiencies and cost reductions as a means to enhance the customer experience and reduce overall costs.

Cayman Islands Stamp

A more detailed Outline Business Case will be prepared to further examine the options outlined in the Strategic Assessment and make recommendations to Cabinet.

Whilst the review process is underway, the Postal Service has embarked on several initiatives to improve service and save costs.

These improvements began with efforts to improve the staff culture by placing greater emphasis on results and positive achievements. The speed of mail delivery is one of the main criteria used to measure performance. Using the independent monitoring of the Global Monitoring System, a target is set each month for staff to deliver all mail to their respective boxes within a benchmarked timeframe at least 80% of the time.

Whenever this benchmark is achieved, the Department celebrates with a staff luncheon which is funded by the Postmaster General. This has been a really positive development with staff now regularly inquiring on the previous month's results as soon as the month closes.

The Postal Service was able to achieve their delivery targets for several months during 2015/16; consequently, the Department's average record was increased from 66.6% in 2013 to 78.3% in 2015/16.

Students with their winning stamp designs

The Postal Service offers at least four staff training interventions on an annual basis. As part of their annual performance agreement each staff is required to attend at least two of the three training courses offered. These courses are meant to support professional development and equip staff with the tools necessary to deliver exceptional service in the most cost efficient manner.

Recognizing the importance of the youth within our community, the Postal Service launched a competition in 2015 among local students to create designs for the Christmas 2015 stamp issue. The competition attracted over 50 entries. Winners were recognized in an award ceremony held at the Government Administration Building.

Output Performance

POS 1: Revenue Collection

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
POS 1	**Revenue Collection:** Use of the network of postal facilities to enhance customer access to non-core postal services and revenue payments. Services offered include: • Post Office clearance fee payments • Fax and photocopying services • Custom Duty and Package Tax • CINICO payments	• Number of transactions processed	40,000-50,000	10,813	(29,187)
	Total Cost		$ 56,208	$ 30,886	(25,322)
	Related Broad Outcomes	1. A Strong, Thriving and Increasingly Diverse Economy			

POS 2: National Mail Service

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
POS 2	**National Mail Service – Grand Cayman:** Provision of a National Mail Service including: • 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. Mail comprises of various services and processing methods, as well as a wide category of items. The main categories of mail would include ordinary letter mail, registered mail, prepaid mail, parcels and the postal industry's courier service – Express Mail Service (EMS).	• Number of domestic and international mail items processed	5.25M-5.5M	5.37M	-
		• Number of Express Mail Services items	13,000-14,000	8,548	(4,452)
		•Number of stamp sales transactions	54,100-67,000	16,342	(37,758)
		• Number of post office box rental transactions	10,900-13,000	3,341	(7,559)
		• Number of licenses issued for franking meters	40-50	27	(13)
	Total Cost		$ 978,745	$ 1,229,373	250,628
	Related Broad Outcomes	2. A Work-Ready and Globally Competitive Workforce			

POS 4: Philatelic Services

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
POS 4	**Philatelic Services:** The provision of services which includes: • Production of official Cayman Islands stamps • Philatelic Services (stamp collecting)	• Number of stamp issues produced	3-5	3	-
		• Number of Philatelic educational	2-4	0	(2)
		•Number of Philatelic Services (stamp collecting)	1,500-2,500	367	(1,133)
	Total Cost		$ 197,793	$ 63,889	(133,904)
	Related Broad Outcomes	2. A Work-Ready and Globally Competitive Workforce			

POS 5: National Mail Service- Sister Islands

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
POS 5	**National Mail Service – Sister Islands:** Provision of a National Mail Service including: • 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 Mail comprises of various services and processing methods, as well as a wide category of items. The main categories of mail would include ordinary letter mail, registered mail, prepaid mail, parcels and the postal industry's courier service – Express Mail Service (EMS).	• Number of domestic and international mail items processed	45,000-50,000	37,840	(7,160)
		• Number of Express Mail Services items	250-300	195	(55)
		•Number of stamp sales transactions	3,000-4,500	857	(2,143)
		•Number of post office box rental transactions.	400-500	156	(244)
	Total Cost		**$ 416,132**	**$ 324,730**	**(91,402)**
	Related Broad Outcomes	2. A Work-Ready and Globally Competitive Workforce			

VEHICLE & EQUIPMENT SERVICES

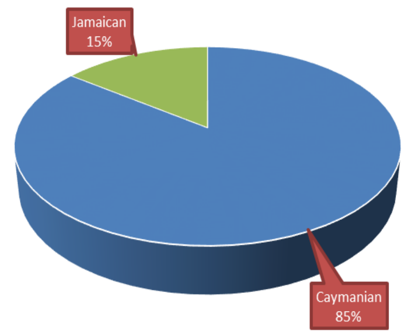
VEHICLE & EQUIPMENT SERVICES AT A GLANCE

OPERATING PERFORMANCE

(amounts in $1,000's)

Revenue		
Funded by Cabinet	$	3,498
Funded by Others		1,419
Total Revenue	$	4,917
Expenses		
Personnel	$	1,990
Supplies & Consumables		2,769
Depreciation		162
Total Expenses	$	4,921
Loss	$	(4)

STAFF DEMOGRAPHICS (34 TOTAL)



LEADERSHIP

Richard Simms
Director - 949-5644

KEY SERVICES PROVIDED

Description	Budget
> Preventative Maintenance & Repairs	2,614,342
> Disposal of Fleet	148,751
>Sale of Fuel	363,278
> Servicing of Emergency Equipment	209,749

Fuel Used

2013-14 = 393,793 gallons
2014-15 = 378,893 gallons
2015-16 = 356,829 gallons

Major Achievements

Reduction in Repair & Maintenance Cost
Reduction in average cost for vehicles
Improvements in average age of Fleet

Cross Agency Collaboration

Improved procurement
Fewer Equipment breakdowns
Improved cost tracking

Improvements in Fuel Management

In June 2015 the DVES upgraded its fuel management software system known as Gasboy Islander Plus. The upgraded software has several enhanced features which provides management with new capabilities to issue vehicle identification, set limits and restrictions on specific vehicles and users.

Other features of the system include the ability to:

- input pin numbers, vehicle types, odometer, and department
- create reports (detailed or summary)
- program fuel tags and cards
- dispense fuel using 2 fuel tags (driver & vehicle)
- set pop up alarms regarding the pumps
- print receipts and
- provide fuel levels

Fuel efficiency on the rise

Following a much publicized internal audit report on Government's management of fuel at the facility, the DVES was keen to ensure the new software would be able to:

1. record the time, date, product, odometer, gallon, price, employee's name, license number and department for each transaction;
2. change price at the pumps;
3. activate or block a person fueling at a specific date;
4. put a value limit or gallon limit per fill up;
5. monitor a vehicle's odometer relative to the fuel being dispensed;
6. lock out users if the PIN is entered incorrectly after 3 tries;
7. program specific tags to specific vehicles (users cannot trade fuel tags); and
8. program tags to only dispense a particular type of fuel.

The implementation of the upgraded fuel management software, coupled with the DVES's efforts to procure more fuel efficient vehicles, is already showing tangible returns. In 2013/14 the facility dispensed some 393,793 gallons of fuel at a cost of some $2.1 million. For fiscal year 2015/16 the volume of fuel dispensed declined to 356,829 and the cost to Government fell to $1.5 million. This is a savings of over half a million dollars.

Financial Year	Gallons used	Cost
2013/14	393,793	$2,092,488.00
2014/15	378,893	$1,823,087.00
2015/16	356,829	$1,534,080.65

The CIG Vehicle Standardisation, Procurement and Use Policy

On May 18, 2015, Cabinet granted approval for the implementation of the CIG Vehicle Standardisation, Procurement and Use Policy. DVES was charged with oversight and implementation of this policy which included the goal of having a seven (7) year life cycle for vehicles.

This policy is expected to reduce the number of vehicles retained beyond their estimated useful life with the consequential effect of reducing the annual spend on vehicle repair and maintenance.

Table 1 below shows how this policy is changing the profile of Government's fleet.

Table 1 – ***Older and Newer Vehicles within the Government Fleet***

Unit Location	*Vehicles Older than 7 Years (2012)*	*Vehicles Older than 7 years (2016)*	*Vehicles Newer than 7 years (2012)*	*Vehicles Newer than 7 years (2016)*
Grand Cayman	*437*	*356*	*403*	*425*
Cayman Brac	*118*	*71*	*54*	*83*
Little Cayman	*32*	*14*	*13*	*24*
GRAND TOTAL	***587***	***441***	***470***	***532***

Table 2 – ***Current and Estimated Disposal of Older Vehicles***

Older Vehicles Disposed of between 2014-16	*Estimated Number of Older Vehicles Disposed per year*
110	*50*

Avoiding mixed vehicle manufacturers within the fleet (which require more/different parts and specialised maintenance)

The *CIG Vehicle Standardisation, Procurement and Use Policy (2015)* also introduced vehicle standardisation to the Government fleet. The fleet is now focused on three primary manufacturers Chevrolet, Ford and Toyota. Having fewer makes and models in the fleet creates efficiencies by reducing the variety of parts to be sourced and kept, reducing the range of tools necessary to work on various models of vehicles and allowing for competency and specialization skills to be built around primary types of vehicles. This is benefiting the Government in a tangible manner through material reductions in the annual cost for vehicle repair and maintenance (see Table 4).

Table 3 – ***Government Fleet – Chevrolet, Ford and Toyota***

Make	*2011*	*2012*	*2013*	*2014*	*2015*	*2016*
Chevrolet	*70*	*87*	*88*	*85*	*78*	*82*
Ford	*203*	*210*	*178*	*227*	*250*	*238*
Toyota	*73*	*74*	*76*	*77*	*101*	*111*

***Table 4* – Cost of Parts from 2013 – 2016**

Cost	2013/14	2014/15	2015/16 (to end of Feb)
Parts	$1,100,294.86	$780,167.11	$539,612.49

Utilising the private sector maintenance packages with newer vehicle purchases

The *CIG Vehicle Standardisation, Procurement and Use Policy (2015)* also made it compulsory for the purchase of new Government vehicles to include maintenance packages for a minimum of four (4) years.

Under the warranty program, private sector vendors are responsible for the repair and maintenance of new vehicles during the 4-year period. This strategy shifts a portion of risk back to the supplier and reduces government's exposure in the event of manufacturing defect or other faulty workmanship. The policy also reduces the demand for repair and maintenance services at the DVES facility.

***Table 5* – New Vehicles Replacing Old Vehicles from 2014 (CIG Vehicle Standardisation, Procurement and Use Policy)**

Unit Location	New Vehicles Added in 2014	New Vehicles Added in 2015	New Vehicles Added in 2016	Fleet Total
Grand Cayman	65	76	53	793
Cayman Brac	1	0	1	143
Little Cayman	0	0	0	37
GRAND TOTAL	**66**	**76**	**54**	**973**

***Table 6* – Sample of Vehicles and purchased price from 2014-2016**

Make	Model	2014	2015	2016
Chevrolet	Aveo	$17,410.00	$16,300.00	$14,080.00
Ford	Focus	$17,880.00	$17,880.00	$17,880.00
Ford	Escape	$23,638.00		$21, 920.00
Ford	F-250		$44,115.00	$43,195.00
Toyota	Hilux	$32,225.00	$26,916.00	$26,916.00
Toyota	Hiace (passenger)	$35,900.00	$32,962.00 (auto)	$30,436.00 (manual)
Toyota	Hiace (cargo)	$23,200.00	$21,536.00	$21,536.00

It is anticipated that by 2020, all CIG vehicles will have a maintenance package provided by the private sector.

Output Performance

DVE 1: Acquisition of Fleet

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
DVE 1	**Acquisition of Fleet:** Provision of fleet acquisition services to the Government: Conduct and perform acquisition processes leading to the purchase of the most suitable fleet for its intended purpose(s).	• Number of authorized fleet applications processed	25-35	76	41
	Total Cost		$ 148,751	$ 100,346	$ (48,405)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

DVE 2: Preventative Maintenance and Repairs

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
DVE 2	**Preventative Maintenance and Repairs:** Provide maintenance and repair services to Government fleet and equipment: • Ensure compliance with the Original Equipment Manufacturer (OEM) repair warranty standards and guidelines that the client can maximize return on fleet investments	• Number of authorized maintenance work orders processed	2,500-3,000	1,535	(965)
	Total Cost		$ 2,614,342	$2,691,277	$ 76,935
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

DVE 3: Disposal of Fleet

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
DVE 3	**Disposal of Fleet:** Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client.	• Number of units authorized for disposal	60-80	41	(19)
	Total Cost		$ 148,751	$ 128,537	$ (20,214)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

DVE 4: Sale of Fuel

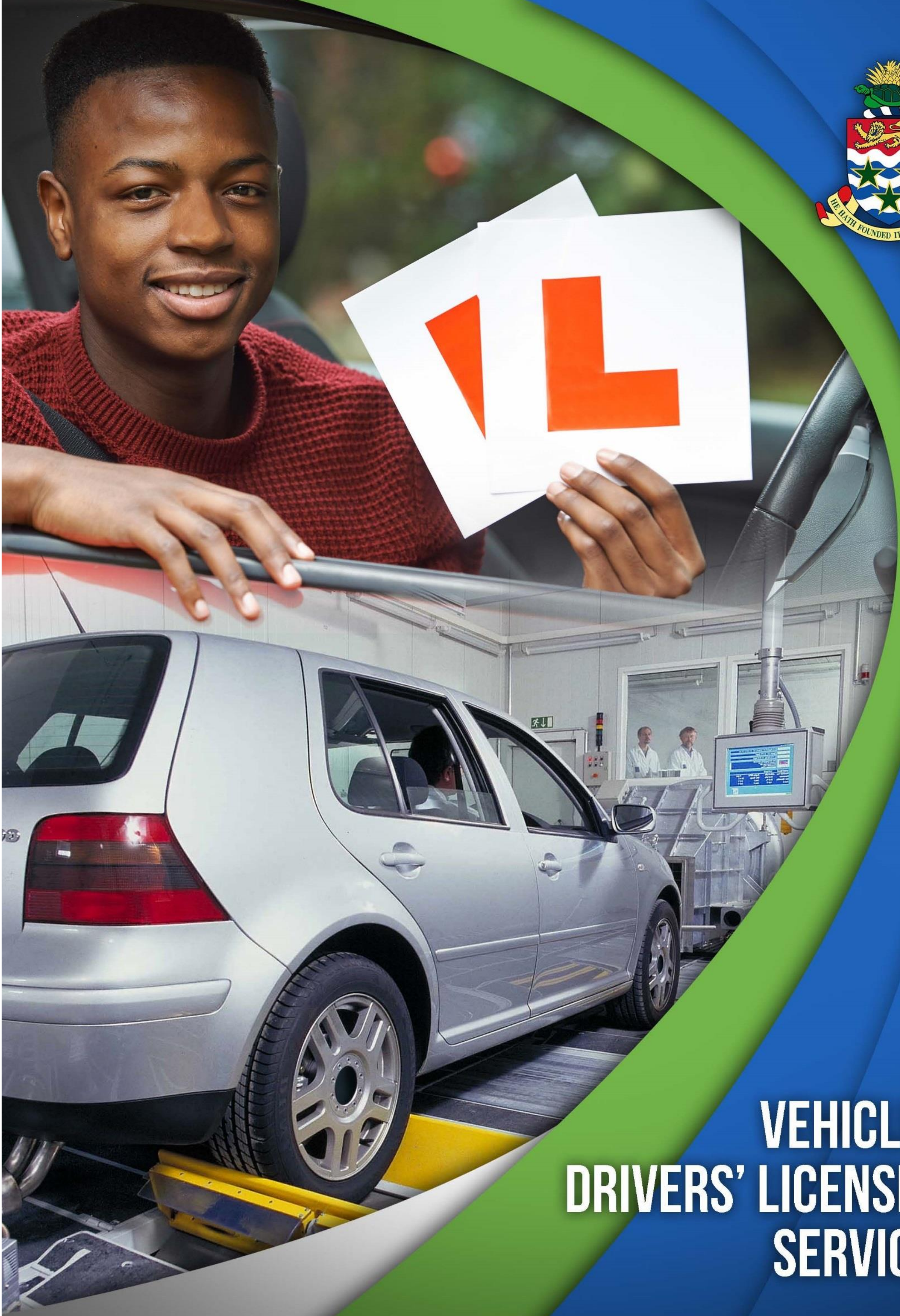
Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
DVE 4	**Sale of Fuel:** Maintain a fuel capacity at the government's Refueling Facility that meets the needs of the client's fleet.	• Amount of imperial gallons of fuel disbursed	350,000-400,000	398,672.84	-
	Total Cost		$ 363,278	$ 127,555	$ (235,723)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

DVE 5: Servicing of Emergency Equipment

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
DVE 5	**Servicing of Emergency Equipment:** Maintenance and repairs of stand-by generators in the event of a hurricane or any other natural emergency.	• Number of hours of maintenance and inspection for 22 stand-by generators	330-370	438	68
	Total Cost		$ 209,749	$ 66,720	$ (143,029)
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

DVE 6: Policy and Technical Advice to the Minister on Fleet Related Matters

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
DVE 6	**Policy and Technical Advice to the Minister on Fleet Related Matters:** Technical advice and guidance on maintenance practices and procedures • Advice on the most efficient fleet management practices, policies and procedures to ensure an effective disposal and replacement plan for the fleet • Fleet costs and activity reports.	•The number of reports, advice, discussions and recommendations relating to fleet	70-110	80	-
	Total Cost		$ 156,103	$ 383,507	$ 227,404
	Related Broad Outcomes	5. Modern, Smart Infrastructure			



VEHICLE & DRIVERS' LICENSING SERVICES

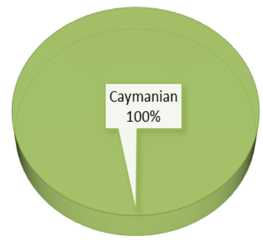
DEPARTMENT OF VEHICLE & DRIVERS' LICENSING AT A GLANCE

OPERATING PERFORMANCE

(amounts in $1,000's)

Revenue		
Funded by Cabinet	$	33
Funded by Others		2,562
Total Revenue	$	2,595
Expenses		
Personnel	$	1,766
Supplies & Consumables		416
Depreciation		86
Total Expenses	$	2,268
Surplus	$	327

STAFF DEMOGRAPHICS (32 TOTAL)



LEADERSHIP

David Dixon
Director - 244-5517

KEY SERVICES PROVIDED

Description	Budget
> Licensing of Drivers & Vehicles	1,527,091
> Policy Advice	657,163
> Vehicle Inspections	*
> Revenue Collections	*

* Not funded by Cabinet

Electronic Vehicle Registration

- Ease Congestion;
- better monitor traffic patterns
- Assist law enforcement

Legislative Initiatives

- Amendments to Road Code
- Amendments to Traffic Regulation

Vehicle Statistics

- 26,169 Private Cars
- 6,870 Trucks
- 1,873 Rented Vehicles

Efficiency Measures

- in-house production capabilities
- Better inventory management
- Outsourced vehicle inspection

Department Background

The Department of Vehicle Drivers' Licensing was established under the Traffic Law with overall responsibility to:

- inspect and test vehicles;
- register motor vehicles and maintain the register;
- issue licences in respect of motor vehicles and drivers;
- conduct driving tests; and
- perform such other functions as may, from time to time, be prescribed.

There are (2) locations in Grand Cayman (1 Crewe Road, #990 Crewe Road, George Town, Grand Cayman and #9 Reverend Blackman Road, West Bay, Grand Cayman). The District Administration in Cayman Brac & Little Cayman is responsible for administering the vehicle and drivers' licensing function in the Sister islands. Our Administrative Office is situated at #990 Crewe Road George Town, Grand Cayman.

DVDL includes the following Units:

- Driving Examination Unit (practical and theory);
- Revenue and Collections Unit (Licensing of Vehicles/Driver's Section);
- Vehicle Inspections Unit; and
- Administration (Management / IT / Finance Section / Customer Service).

OUR MISSION STATEMENT:

To promote road safety by licensing qualified drivers in accordance with the Traffic Law and associated Regulations.

Our objectives

We will achieve our aims by:

- Providing efficient and effective customer service through friendly and professional staff;
- Improving driving quality and road safety through compliance; and
- Maintaining a consistent, fair and open policy when handling complaints, queries and public concerns.

Major accomplishments for the year

As part of the Ministry's efforts to build a modern smart infrastructure and a secure community, the DVDL has been working to move to an electronic vehicle registration (EVR) system for the Cayman Islands. The Department commenced the contract for the EVR system in January of 2016 and also commissioned the conversion of an existing building into a new plate manufacturing facility for specialized EVR Plates. This facility is expected to be completed by September of 2016.

The implementation of the EVR system will offer the Department and the wider Government several benefits including:

- The ability to better monitor traffic patterns;
- Ease congestion;
- Create departmental efficiencies;
- Improve Government's revenue collection; and
- Assist our local law enforcement partners with the enforcement of traffic laws.

Monitor traffic patterns and ease congestion – with EVR, vehicles traversing the roadways will be scanned by scanners located throughout the Island. This information can be used to identify traffic patterns, routes frequently used by drivers to traverse from various locations and road usage at various times of the day.

As the transportation network is expanded and improved, this information will be used to inform policy on future infrastructure development.

Create Departmental efficiencies – DVDL's Registration plates are currently produced off Island. This causes a four (4) to six (6) week lag between ordering and delivery. However, with the implementation of EVR and the new plate manufacturing facility, DVDL will be able to manufacture registration plates in-house and operate its inventory on a just-in-time model.

This capability will lead to reduced cost, better inventory management, less requirement for storage space and a more streamlined year-end inventory process.

The present vehicle coupons have a maximum life span of three years. The EVR will use a new holographic validation sticker with a guaranteed minimum life of 5 years. This will result in the reduction of continual stock on hand and an improvement to the workflow for vehicle licensing.

Improving Government's revenue collection – EVR Scanners located throughout the Island will provide reports to the DVDL showing the number of unlicensed vehicles traversing the roadways. The system (which will be accessible to the RCIPS) will be able to generate citations for non-compliant vehicles and encourage drivers to make timely payment of vehicle registration fees.

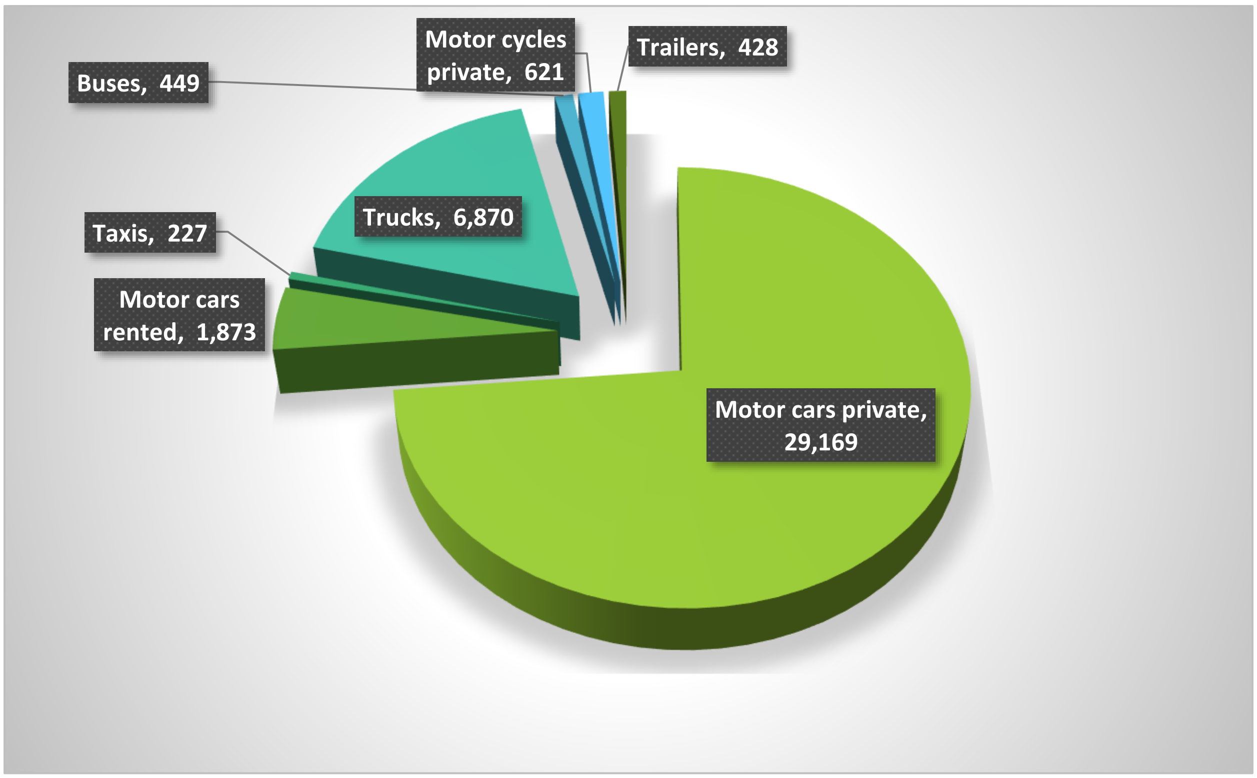
Supporting our law enforcement partners – The EVR system will be able to detect and record the movement of vehicles on our transportation network. This will reduce the need for potentially unsafe high speed pursuits and enable law enforcement to locate vehicles in order to carry out enforcement activities, issue warrants and or locate persons of interest.

Legislative Initiatives

The DVDL advanced several amendments to existing Legislation during the 2015/16 fiscal year. These amendments are at various stages of the drafting process and include:

Amendments to the Road Code

To add simplicity to the rules governing the usage of roundabouts, amendments to the road code will seek to further clarify rules regarding entering a roundabout, changing lanes and exiting. There will be new graphic designs with proper directional arrows/signage on entering and leaving a roundabout, who has the right of way and lane changes.



Amendments to the Traffic Regulation

Bicycles that are power assisted by combustion engine, electrical motor or battery, will now be placed in the category of a moped if they are capable of exceeding the speed of 15 miles per hour or having a power unit with a wattage output in excess of 250 watts.

Output Performance

VLT 9: Licensing of Drivers and Vehicles

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
VLT 9	**Licensing of Drivers and Vehicles:** Provision of services relating to the testing and licensing of vehicles and drivers.	• Number of vehicle inspections	33,000-35,000		
		• Number of vehicles licensed	59,000-61,000		
		• Number of written tests	4,200-4,500		
		• Number of road testing of drivers	1,400-1,500		
		• Provisional and Full Drivers' Licenses issued	20,000-22,000		
		• Input of disqualifications/endorsements in Licensing Register	700-900		
		•Extract of records of vehicles from Licensing Register	700-900		
		• Extract of records of drivers from Licensing Register	700-900		
	Total Cost		**$ 219,975**	**$ -**	**$ 219,975**
	Related Broad Outcomes	3. A More Secure Community			

VLT 10: Policy Advice

Output Code	Description	Quantity	2015/16 Budget	2015/16 Actual	2015/16 Variance
VLT 10	**Policy Advice:** Policy advice provided to the Minister and Ministry of Planning, Lands, Agriculture, Housing and Infrastructure on all matters relating to Vehicle and Drivers' Licensing.	• Number of meetings attended	30-40		
		• Research for Cabinet papers	2-4		
		•Number of technical advice to Ministry	40-50		
		• Number of press releases	4-6		
		•Number of monthly/quarterly/annual reports	30-40		
		• Number of replies to written correspondence	90-100		
	Total Cost		**$ 20,942**	**$ 33,304**	**$ (12,362)**
	Related Broad Outcomes	3. A More Secure Community			

MINISTRY ADMINISTRATIVE SERVICES

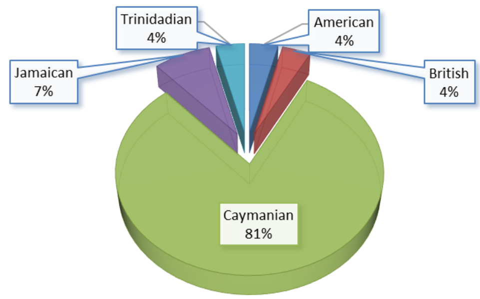
MINISTRY ADMINISTRATION AT A GLANCE

OPERATING PERFORMANCE

(amounts in $1,000's)

Revenue		
Funded by Cabinet	$	2,179
Funded by Others		1
Total Revenue	$	2,180
Expenses		
Personnel	$	1,544
Supplies & Consumables		1,112
Depreciation		37
Total Expenses	$	2,693
Surplus	$	(513)

STAFF DEMOGRAPHICS (26 TOTAL)



LEADERSHIP

Alan Jones
Chief Officer - 244-2472

KEY SERVICES PROVIDED

Description	Budget
> Ministerial Servicing & Policy Advice	1,721,989
> Project Management	501,105
> Administration of Temporary Housing	34,166

Policy Advice
- Statutory Authority Governance
- Legislative Amendments

Project Management
- National Energy Policy
- Utilities Regulation & Competition Office

Special Projects
- George Town Revitalization
- Project Future

As the Ministry's Corporate center with responsibility for legislative planning, research, policy development, strategic planning, governance and ministerial servicing, much of the work done by staff in Ministry Admin is carried out behind the scenes to ensure that our facing entities continue to deliver high standards of service in accordance with Government policies, rules and regulations.

The Ministry's staff also represent central Government on the five Statutory Authorities that fall under PLAHI's remit. Their presence ensures that the policies, strategies and goals of these bodies are formulated and executed with due regard for overarching Government outcome goals and accord with the overall strategic objectives of the Government. It is also an avenue to keep the Minister abreast of material developments in the entities for which he has constitutional oversight.

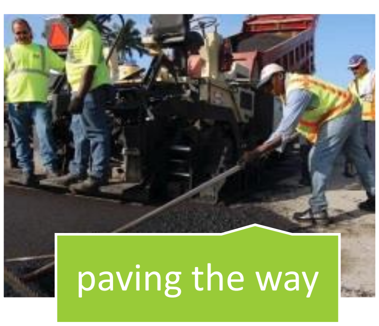
Special projects are one of the more exciting area of work in Ministry Administration. Special projects for 2015/16 include work on:

- The George Town revitalization plan;
- The National Energy Policy; and
- The Utilities Commission Report.

The team working on the plan to **revitalize George Town** engaged in wide public consultation to promote plans for improving the Capital. The Government is investing some $20 million over the next 4 years on various infrastructure projects to beautify and modernize the city.

These projects will include pedestrian friendly streets, a public park, new cruise facilities, and an overall beautification scheme. Government's main role in George Town's revitalization is to be an enabler. The Ministry is therefore leading efforts to make Legislative changes to facilitate mixed use developments (residential and commercial) and changes to traffic flows to make the capital friendlier to visitors and residents who traverse its streets on a daily basis. The Ministry is also responsible for gathering the views of the community and ensuring future developments are consistent with the wishes of the community.

Deputy Chief Officer, Mr. Tristan Hydes, is spearheading the consultation process and has been meeting with leaders in the residential and business communities to get their views on what they would like to see in the revitalized capital.


paving the way

Through our partners at the National Roads Authority, work began in 2015/16 to widen Godfrey Nixon Way, expand the Linford Pierson Highway, and expand Humber Lane to create greater connectivity to Elgin Avenue and reduce traffic loads on Smith Road.

In May 2016, the Ministry supported a **National Energy Policy** Review Committee to revamp the Cayman Islands national energy plan with a focus on renewable energy. The work of this Committee will further the Government's commitment to clean energy and will increase ambitious but achievable targets for renewable energy over the next 20 years.

The Ministry employed an energy expert to lead the review of the energy policy and assist the Ministry with formulating the plan. The Energy Review Committee will also include George Town legislator Mr. Winston Connolly who moved a motion earlier this year calling for the Cayman Islands to move to 100 percent renewable energy sources by 2035.

Targeting increased renewable energy sources

Grand Cayman's Consumer-Owned Renewable Energy (CORE) programme provides incentives for small scale renewable energy distributed generators to offset consumers' electricity costs.

Due to further price decreases for renewable energy equipment and increased customer interest in the programme, effective May 1, 2016, our Ministry partners at the Electricity Regulatory Authority approved new rates, capacity limits and updates to the CORE credit and interconnection agreement.

The ground breaking ceremony for Grand Cayman's first Solar Farm also took place in May 2016. The project, which is to be located on 22 acres in Bodden Town is an investment by Entropy Cayman Solar and is expected to generate some 5 megawatts of electricity to the Caribbean Utilities Company and the national energy grid.

Breaking ground on new Solar Farm

The Ministry is supportive of this project as it has the potential to offer clean and affordable power to residents and businesses for many years to come. The Hon. Kurt Tibbetts noted that whilst the farm's generating capacity will only account for approximately 5% of the Islands' peak demand for power, the investment is a step in the right direction and he hopes that it will grow exponentially over time.

The Ministry will continue to support these and other measures to promote the use of clean energy in the Cayman Islands. Through policies, legislation and key partnerships, a holistic framework will be developed to enable a continuous move to more sustainable sources of energy.

In June 2016, the Ministry published a policy document seeking public consultation on the creation of a new utilities regulator. This policy document follows extensive work by the Ministry to develop the **Utilities Commission Report**. The report was used to inform the policy recommendations for the creation of a Utilities Regulation and Competition Office.

The Utilties Regulation and Competition Office will regulate several industries

The Utilities Regulation and Competition Office will assume the responsibilities and functions of the existing Information Communications Technology Authority (ICTA) and the Electricity Regulatory Authority (ERA). The new body will also have the responsibility for the fuels markets which will be guided by a Fuels Market Law.

Additionally, The Office will assume the economic regulatory responsibilities of the Water Authority Cayman (WAC), encompassing water production and supply, as well as wastewater collection and treatment.

Other ancillary benefits from this new body are:

- ✓ Promotion of innovation and development in the regulated markets;
- ✓ Provision of consumer value and protection;
- ✓ Economic efficiency;
- ✓ Security of fuel supply;
- ✓ Public safety; and
- ✓ Economic sustainability.

The new Utilities Regulation and Competition Office will fully integrate the existing Petroleum Inspectorate agency and include the transport, trade, and distribution (wholesale and retail) of all fuel products. The body will also advise Cabinet on the state of competition in the various sectors.

The Ministry undertook significant work in the drafting of a **National Food and Nutrition Security Policy** and Implementation Strategy during 2015-16. This policy will address key agriculture issues in an integrated framework and incorporate other key areas such as health and lifestyle issues, non-communicable diseases, environmental health, environment, planning and tourism issues.

Output Performance

MPA 1: Ministerial Servicing and Policy Advice to the Ministry of Planning, Lands, Agriculture, Housing & Infrastructure

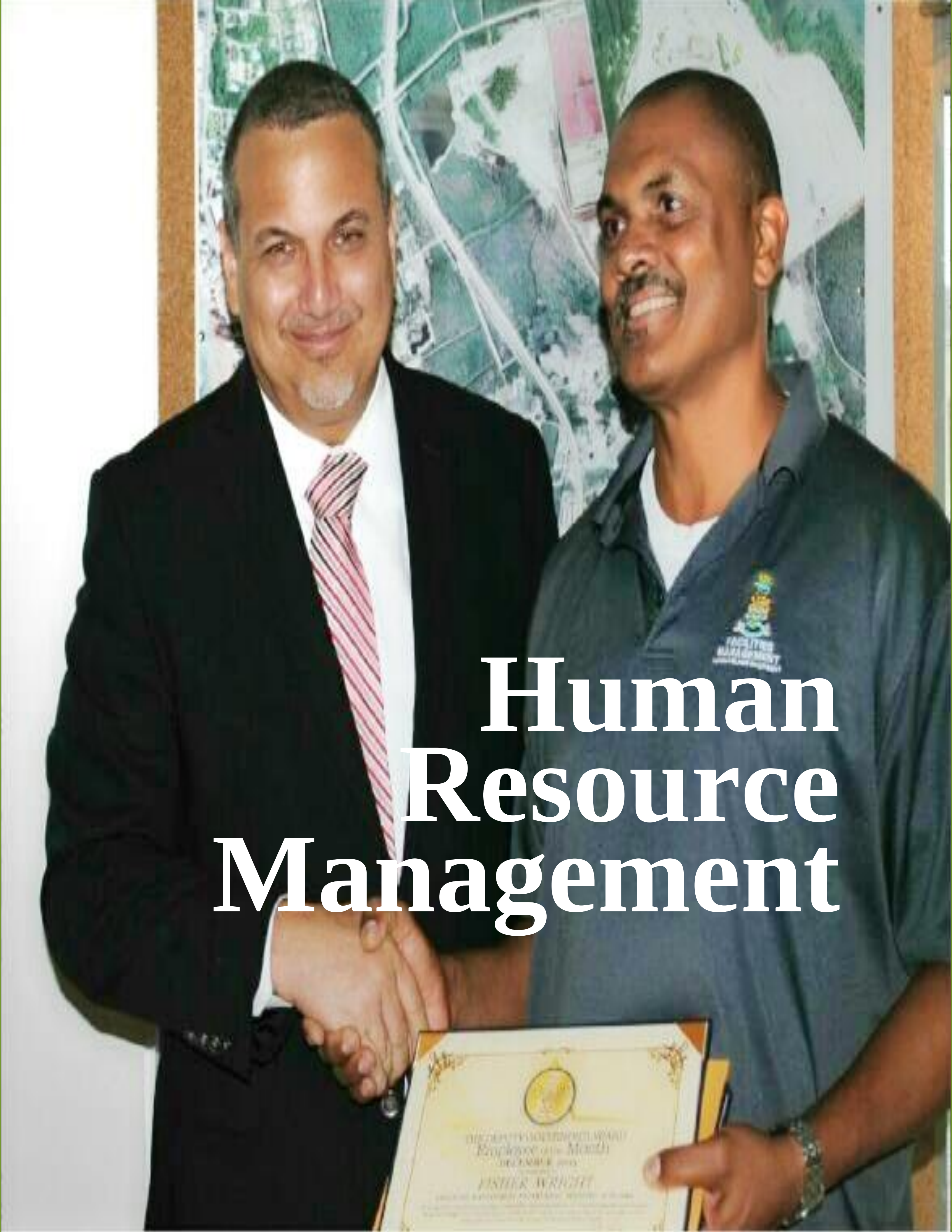
Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
MPA 1	**Ministerial Servicing and Policy Advice to the Minister of Planning, Lands, Agriculture, Housing and Infrastructure:** Provision of ministerial services and policy advice to Minister on planning, lands, agriculture, housing, 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.	• Number of hours spent providing policy advice and ministerial services	4,000-6,000		
	Total Cost		**$ 1,721,989**	**$1,790,415**	**$ 68,426**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

MPA 3: Project Management

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
MPA 3	**Project Management:** Execution and monitoring of special projects for the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure covering attendance at meetings, and preparation of	projects including the following: • Utilities Commission Report • National Energy Policy • Future of Cayman • Caribbean Week of Agriculture	1,250-2,500		
	Total Cost		**$ 501,105**	**$ 362,465**	**$ (138,640)**
	Related Broad Outcomes	5. Modern, Smart Infrastructure			

MPA 5: Administration of Temporary Housing Initiative

Output Code	Description	Quantity	2015/16		
			Budget	Actual	Variance
MPA 5	**Administration of Temporary Housing Initiative:** Administering the operation of the temporary housing units owned by Government under the temporary housing initiative including: • Organising the maintenance of the Government owned units • Coordinating with tenants regarding relocation to permanent property solutions • Coordinating relevant social programs for tenants	• Number of temporary housing units administered and/or maintained	6		
	Total Cost		**$ 34,166**	**$ 26,253**	**$ (7,913)**
	Related Broad Outcomes	3. A More Secure Community			



Human Resource Management

Ministry's Management Profile

Name: Alan Jones
Title: Chief Officer
Qualifications Held: BSc Urban Estate Surveying, MRICS
Years with the Civil Service: 27

Name: Leyda Nicholson-Makasare
Title: Deputy Chief Officer
Qualificications Held: BSc. Business Administration
Years with the Civil Service: 18

Name: Tristan Hydes
Title: Deputy Chief Officer
Qualifications Held: Bachelors Architecture, A.I.A
Years with the Civil Service: 19

Name: Melinda Montemayor
Title: Chief Human Resources Officer
Qualifications Held: BBA Human Resources
Years with the Civil Service: 9

CFO

Name: Carrol A. Cooper
Position Held: Chief Financial Officer
Qualifications Held: FCCA, CPA, CGA, MBA
Years with the Civil Service: 8

'Workforce and succession planning is a central component of human capital management.'

The fundamental elements of our human resource strategy remains the same: invest in our people, develop their skills, and encourage their growth. Our staff are our most valuable asset; through their continued development, together, we will achieve excellence.

For FY2015/16, our HR Initiatives focused on:

a) Training & Development Programs
b) Team Building
c) Increasing Employee Recognition

The Ministry's Succession Planning Model

Succession Planning is an important tenet of the Ministry's overall strategy for continued outstanding service delivery. It is a guiding beacon which permeates to all levels of the organization as we prepare the leaders of tomorrow.

Talent retention is important for our future success. We recognize that the human resource landscape is constantly evolving and there is a limited pool of highly skilled candidates. This is particularly true for some of our departments where specialized skillsets are required.

Workforce and succession planning requires a multi-year approach to human capital management. It often takes years to see the results of our investments; however, when done correctly, the payoffs are incredible. As you read through this section, you will find additional details regarding several of our high performers who took advantage of our talent development programmes and are now taking up leadership roles throughout our Ministry. As part of our holistic approach, we will address matters such as the workforce environment, job reviews, workforce forecasting, career/occupation broadening, and the need to enhance our recruitment and retention strategies.

Overview on Human Resource Achievements

The success of our Ministry is largely due to the dedication and devotion of our employees; their achievements are vital to the way our Ministry functions. Below are some of their achievement highlights for 2015/16.

- Employee of the Year

Known for being helpful, courteous and willing, Facilities technician Fisher Wright, is a true 'triple threat.' With over three decades working in the Civil Service, Mr. Wright is the first employee to receive the Deputy Governor's Award, Chief Officer's Choice Award and the Ministry of PLAHI's Employee of the Year all at the same time. Dedicated and committed to serving others, Mr. Wright has earned a reputation for being the 'go-to-person who can make things happen,' and has proven himself a valuable asset to the PLAHI team.

Fisher Wright (center) with Facilities Manager Troy Whorms (Left) and Chief Officer, Alan Jones, of PLAHI (right) during the award presentation.

Other Accolades Received

- Haroon Pandohie, Director for the Department of Planning, was awarded the 'Head of Department' For 2015/16;
- Charles Brown was awarded Employee of the Year for the Department of Planning;
- Mae Rankin, was awarded Employee of the Year for the Public Works Department; and
- Ruth Massarella of the Lands & Survey Department, received the Director's Award for outstanding service.

Haroon Pandohie, Department of Planning

Charles Brown, Department of Planning

Mae Rankin, Public Works Department

DVES Director appointed

After being seconded to the Department of Vehicle and Equipment Services (DVES) for one year, Richard Simms was confirmed as its new Director. He now has responsibility for optimizing the management of Government's fleet for some 900 vehicles while improving efficiency in the Department. With a staff compliment of 34, he will also take up responsibilities in the areas of procurement, maintenance and operation; and management of Government's fueling facility.

Richard Simms, Director of DVES

New Facilities Manager appointed

Proving himself worthy, Troy Whorms was appointed as the Government's Facilities Manager in July 2015. Troy obtained his degree in Construction Management from the New England Institute, and went on to complete the International Facilities Management Association's Facilities Management Professional credential program. Troy will now be responsible for operations of the Government Administration Building; the coordination of renovation projects, maintenance of the government telephone system, and oversight of Civic Centers and other facilities across the Cayman Islands.

Troy Whorms, Facilities Manager

Other Appointments during FY 2015/16

- Lincoln Ricketts and Martin Brown, from the Department of Agriculture, were promoted to Abattoir Supervisor and Senior Slaughterman, respectively.

- Jason Azan was appointed Deputy Director of the Vehicle and Drivers Licence Department after successfully completing his studies at Florida International University with a Bachelor of Business Administration (Cum Laude).
- Della Henry was appointed to Supervisor of Licensing at the Vehicle and Drivers Licence Department after an understudy program as Senior Licensing Officer.
- In keeping with his succession plan, Sean Evans of the Public Works Department was appointed to the role of Executive Architect, after his achievement of the American Institute of Architects certification.
- Niasha Brady was recently appointed to Acting Senior Project Manager in the Major Projects Office of the Public Works Department. Niasha has been steadily achieving milestones outlined in her Career Development and Succession Plan, and recently achieved membership into the Associate Certification in Arbitration.
- Brian Crichlow successfully completed his second year as the Chairman of the Caribbean Plant Health Directors Forum (CPHD), and is the first person from the Cayman Islands, or any overseas territory, to hold a leadership position in that regional agricultural organization.
- Andrew Edwards was appointed as Senior GIS Programmer/Analyst, in the Lands & Survey Department. Prior to his appointment, he served as a GIS Programmer Analyst for four years. He holds a Master's Degree in Natural Resource Management, a Bachelor's Degree in Computer Science and Mathematics and most recently completed his Oracle 11g Database Professional Certification.

➢ Staff Achievements

The following employees successfully completed tertiary level education or expert certifications:

- Tanisha Jones, of the PWD, recently passed her CISHRP HR Certification Exam.
- Dennis Harris, Quantity Surveyor at the PWD, received his Master's degree in Construction/Project Management. He also recently achieved the professional designation of MRICS (Member of the Royal Institute of Chartered Surveyors).
- Anson Stuart, Project Manager at PWD, received his Project Management Professional (PMP) certification.
- Juliette Frederick, was recently awarded the "certified fraud examiner" designation having completed examinations and meeting all requirements of the ACFE (Association of Certified Fraud Examiners).
- Cenia Conolly Senior, Licensing Officer at the Vehicle and Drivers Licence Department, successfully completed her studies at the University College of the Cayman Islands and graduated with a BSc. in Finance. As part of her degree program she attended a four (4) weeks Finance program at Hessen International Summer University at Frankfurt University, Germany.

Training and Skills Development Initiatives

Upskilling is another key Ministry strategy for succession planning. Allowing our staff the opportunity to strengthen their skills, not only keeps them on the cutting edge of new technologies, processes and ideas, but also helps increase their confidence, competency, and sense of self-worth. The following staff completed local/ international certificates during the 2015/16 financial year:

- Courtney Myles (Assistant Manager) and Wanda McField-Archer, of the Vehicle & Drivers Licence Department, attended an HR Management course at the University of West Indies Open Campus.
- Agricultural Inspector, Narinedat Hansraj, of the Department of Agriculture, received training and certification in Fumigation Procedures.

- Agricultural Inspector, Kenisha Palmer, of the Department of Agriculture, attended a funded USDA Regional Pest Surveillance Training held in Grenada.
- Agronomist, Claudette McKenzie, of the Department of Agriculture, attended a University of West Indies hosted International Conference and Workshop on Integrated Disease Management in Tropical Vegetables.
- Agricultural Inspector, Narinedat Hansraj, of the Department of Agriculture, received training and certification in Fumigation Procedures.
- Plant Protection Officer, Joan Steer, of the Department of Agriculture represented the Cayman Islands at the 3rd Meeting of the Caribbean Pest Diagnostic Network (CPDN) working group held in Tobago.
- Three staff members from the DVES received advanced training on the garbage trucks compactors at the McNeilus facility in Minnesota Minneapolis.
- Three mail operations managers participated in regional training sessions funded by the Universal Postal Union on topics of: Domestic Operations, IPS. Post, EMS, and e-Commerce.
- As part of an ongoing training and professional development program, the Department of Planning completed the certification of all Plan Examiners by the International Code Council (ICC) in 2015/16. The department will continue its continuing education program through the professional certification of additional staff as Certified Land Use Planners (CLUP). The department now has 4 CLUP's on board, and 2 are currently undertaking additional studies to become certified.
- Dwayne Bodden, Postal Officer in Cayman Brac, achieved his Certificate in Public Administration with Merit in Nov 2015.

➢ Training and Development in Progress

- Regina Holness, Land Registry Officer 2 in the Lands & Survey Department, was the successful recipient of a scholarship to pursue a Law Degree at the Truman Bodden Law School. This scholarship provides full financial assistance for her to pursue her Degree in Law. The Scholarship was offered along with full time study leave with pay. Regina is expected to complete the program in June 2018.
- Robert Ebanks of the Lands & Survey Department, was also awarded with study leave to pursue the Associate Degree in Surveying and Geographic Information Technology, at the University of Technology, Jamaica. Robert is expected to complete the program in June 2017.
- Training is also being undertaken by Jackie Carter, Land Registry Officer in the L & S Department, to pursue an Associate's Degree in Accounting at the University College of the Cayman Islands. The offering includes part time study leave with pay. Jackie is expected to complete her Associates Degree in December 2017.
- Estell Bodden-Robinson, Accounts Officer II, is currently pursuing her Associates of Arts Degree in Accounting at UCCI. She will complete her studies in May 2017. The Ministry assists with paying her full tuition as well as providing support in terms of study leave to prepare and attend exams as needed. She has recently been appointed to act as our Financial Administrator following the retirement of Henry Parchment. Estell is understudying senior finance staff in order to equip her with the skills to pursue this appointment when the FA post is being filled.
- Yanira Williams, Financial Accountant, is pursuing her CPA designation and is supported by the Ministry.
- Kerry Akinnibosun is currently pursuing a Certificate in Public Administration and hopes to complete her Master's in Leadership & Entrepreneurialship in 2019.

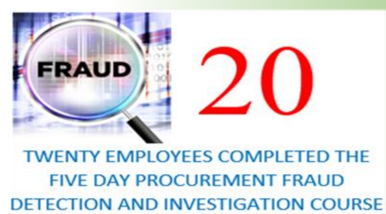
- Other Training Courses undertaken in FY 2015/16

Ministry Wide Training

- IPAC (Institute of Public Administration of Canada) Conference - National Leadership Conference
- PMP (Project Management Professional) Training
- RICS (Royal Institution of Chartered Surveyors) Conference
- AML (Anti Money Laundering) Conference
- CISPA (Cayman Islands Institute of Professional Accountants) Conference
- Dangerous Goods
- Managing Contractors - All Supervisors
- Overseas Study UCLAN (University of Central Lancashire)
- Conducting Energy Audits - All Facilities Management
- Customer Service - All and Management
- KYC (Know your Customer) - Accounts
- Career Coaching and Counseling
- UCCI (University College of the Cayman Islands)
- Harvard - Managing self, leading others. Negotiation and Leadership
- SHRM (Society for Human Resource Management) Conference
- Procurement Fraud Detection and Investigation: The finance staff for the Ministry and its departments attended a 5-day course which included 3-days of Procurement Fraud Detection and Investigation, and 2-days of Negotiation and Contract training.
- Supervisory Training
- Drafting Commercial Contracts
- Negotiation and Leadership Training
    - Domestic Violence Training certification

Petroleum Inspectorate

- IATA (International Air Transport Association) Dangerous Goods;
- International Regulatory Affairs;
- Drafting Commercial Contracts
- Oil Spill Response (HMCI);
- HAZWOPER; and
- Fire Safety training.



Success for PWD Apprentices

Recruiting qualified job applicants, with the requisite skills to effectively perform specialized roles within the Public Works Department, has become increasingly challenging. As senior skilled technicians retire, resign or become less effective, the shortage of young high potential trades or technical staff become more acute. Most urgently needed are technicians in the fields of: Plumbing, Air Conditioning, Carpentry and Building Controls.

In an effort to develop local human capital while satisfying the needs of the department, the PWD recently established an Apprenticeship Programme. Currently there are three young Caymanians in the apprentice programme, and they are attached to the Facilities Unit of BMS under the supervision of the Facilities Maintenance Coordinator. They are assigned to at least three subsequent trade units where they gain exposure to each trade and develop an appreciation of the required skills during their first year. During their second year they are then assigned full time to a particular unit, which is chosen based on their particular strength or the prevailing need of the Department, under the supervision of a Foreman, where they will sufficiently hone their skills in the specific discipline to ensure they meet the prescribed standards of the Trade.

Each intern while developing the practical and operational competencies on the job will also simultaneously gain the underpinning knowledge through formal training at an appropriate institution. The Apprentice is usually given up to 2 days out of the week to attend these classes. These programs can either be a certificate or Diploma/Associate Degree or other approved programme, but must be complimentary to the selected career path identified by the end of year one.

The PWD bears the full cost (both direct and indirect) of the apprentice pursing these courses of study. Additional support, through career development plans, is also provided through career counseling, panning and mapping.

Each apprentice will undergo a formative evaluation at the beginning of their engagement with the Department. The assessment is used for matriculation purposes as well as to provide an informed baseline from which training can commence. During the course of their employment as an Apprentice, and under the Department's Performance Management scheme, there will be set objectives to be delivered and evaluated every six months. The Apprentice's performance will be monitored closely, and all relevant interventions implemented to ensure growth and development.

At the end of their two-year tenure a summative evaluation is then conducted to determine the extent to which they have progressed and whether the Apprentice has attained the level required to transition to a full-fledged skilled technician. This testing has both practical and theoretical components. Progress in their formal academic programme is also evaluated and weighed in context. It is expected that they would have successfully completed their Certificate level programs as is relevant to their trade, and others would have maintained a cumulative GPA of at least 3.0 and is in good standing with the institution they are currently enrolled in.

The apprentices are employed with the CIG Public Works Department as fixed- term employees on a 1-year renewable contract in the Apprentice post of "Facilities Support Technician III." At the end of their first year, the participants will have their contract renewed for a further year, provided that their performance is on par with the duties outlined.

The Apprentices receive standard CIG health and pension benefits and enjoy all amenities extended to normal PWD employees. They are paid on the wage grade of GAA for all hours worked, including formal training time during the work week.

Typical cost per Apprentice:

Element	Cost	Comments
Salary, Pension & Health PA	31,603	At base salary
Training Costs PA	2,500	Approximate based on Certificate/ Associates programme
Tools and Equipment PA	1,200	Required for skill development and training
TOTAL	**35,303**	

Progress Report- Adrian Jackson

Apprentice: Adrian Jackson, Facilities Support Technician III

Areas exposed within the PWD: AC, stores and fleet operations, electrical installation and carpentry.

Academic programme enrolled- Introduction to Air conditioning (UCCI Certificate Programme)

Greatest accomplishment to date aided by the apprenticeship programme – Gaining a job which helped him to own a house and learn how to work on it.

Goals within the programme: Furthering his academic achievements and gaining a lead technician role.

This candidate is scheduled to graduate from the apprentice role in June 2016 and then be appointed to the new role of **Facilities Construction Technician II Designate**. It is anticipated that this designate role will last a year during which time the candidate will complete overseas training. This will ensure that for the first time ever a local young apprentice would have completed both on the job training and Tertiary level vocational Certification ushering in a new breed of technician. Upon his return he will be appointed to the full role of **Facilities Construction Technician II**.

Progress Report- Davanni James

Apprentice: Davanni James, Facilities Support Technician III

Areas exposed within the PWD: BMS, eAM Helpdesk and Facilities maintenance.

Academic programme enrolled- Associate Engineering Technician (UCCI Associates Degree Programme).

Greatest accomplishment to date aided by the apprenticeship programme – gaining the opportunity to pursue an Associate's Degree.

Goals within the programme: Furthering his academic achievements and eventually becoming a Junior Manager.

This candidate is scheduled to graduate from apprentice role in June 2016 and then be appointed to the new role of **Facilities Construction Technician II Designate**. It is anticipated that this designate role will last a year during which time the candidate will complete on island training. Upon the completion of his associates he will be appointed to the full role of **Facilities Construction Technician II**.

Progress Report- Daniel Dawkins

Apprentice: Daniel Dawkins, Facilities Support Technician III

Areas exposed within the PWD: Building maintenance services, fencing crew, and facilities maintenance.

Academic programme enrolled- Introduction to Construction (UCCI Certificate Programme).

Greatest accomplishment to date aided by the apprenticeship programme – gaining the confidence and growth that helped him decide to get married.

Goals within the programme: Furthering his academic achievements and gaining a Field Supervisor role.

This candidate is scheduled to graduate from the apprentice role in June 2016 and then be appointed to the new role of **Facilities Construction Technician II Designate**. It is anticipated that this designate role will last a year during which time the candidate will complete overseas training. Upon his return he will be appointed to the full role of **Facilities Construction Technician II**.

Employment Statistics

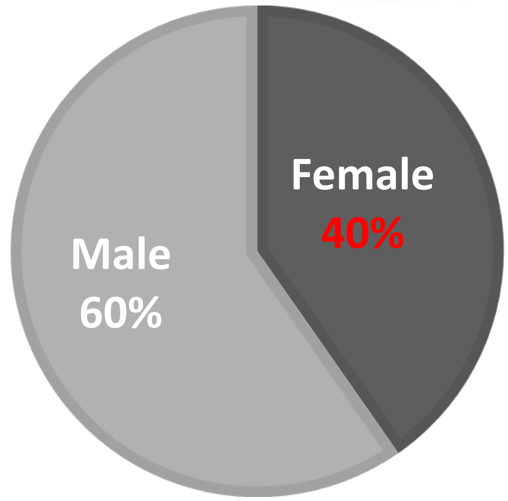
As at 30th June 2016

87% Caymanian

13% non-Caymanian

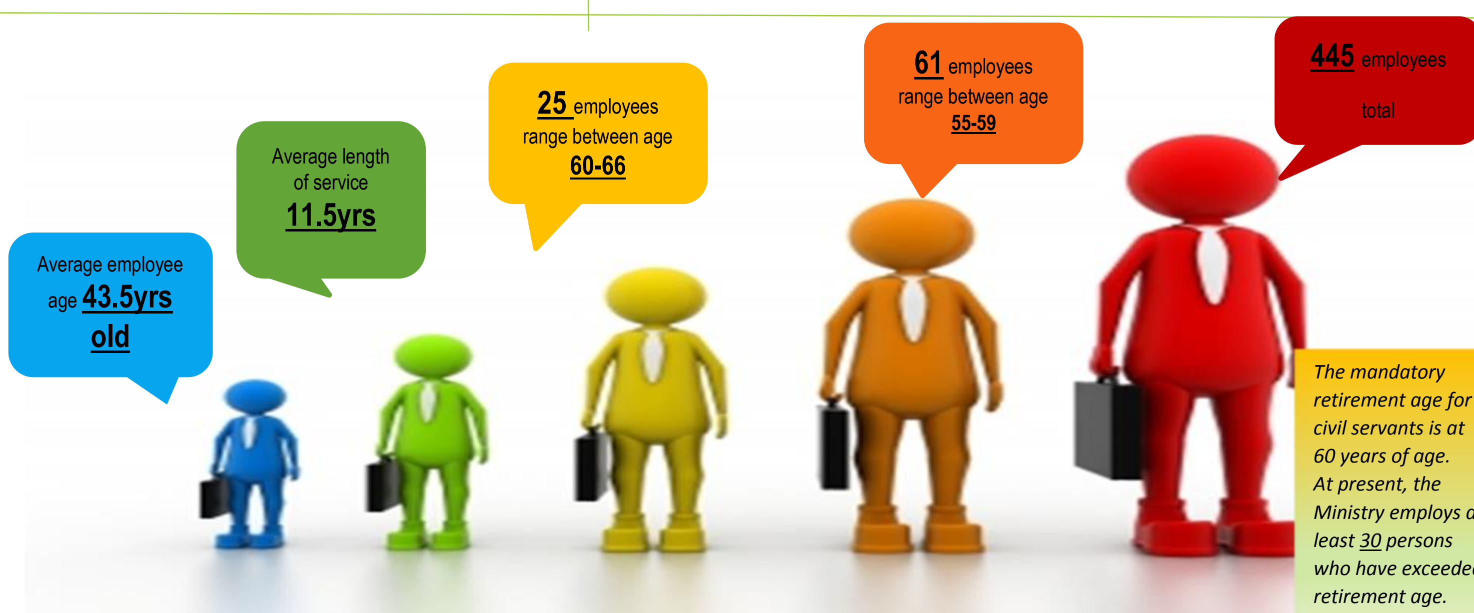
445

employees



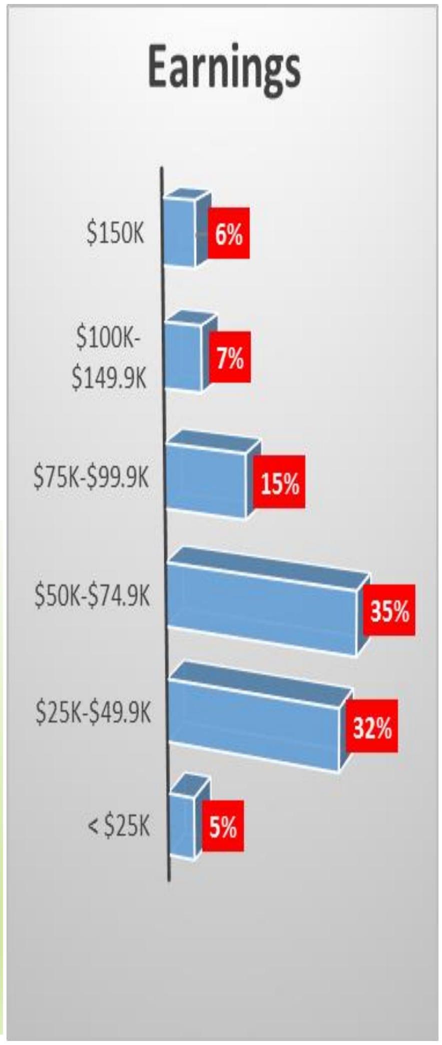
Gender

More than half of the workforce at PLAH&I are comprised of male employees, which total **265** as compared to female employees who round out at **180**



The mandatory retirement age for civil servants is at 60 years of age. At present, the Ministry employs at least 30 persons who have exceeded retirement age.

% of Caymanians in each Department (incl. core Ministry)				
	Caymanian	Non-Caymanian	Total Staff	% Caymanian
Planning & Infrastructure Services	192	33	225	85%
Agriculture Services	42	14	56	75%
Postal Services	79	2	81	98%
Vehicle & Equipment Services	29	5	34	85%
Vehicle & Drivers' Licensing	32	0	32	100%
Housing & Administrative Services	15	2	17	88%
Total	**389**	**56**	**445**	



Nationality

Currently, there are 389 Caymanian (open ended) employees and 56 non-Caymanian (fixed term) working within PLAH&I.

Certain specialized areas of employment account for a large percentage of the foreign nationals employed by PLAH&I. It is the intention to focus on specific resources on these careers in order to try to attract Caymanians and ensure that they receive the appropriate training to allow them to compete for these key positions.

Personnel Costs

expressed in Cayman Islands Dollars and in thousands

Description	Actual Current Year	Original Budget	Original vs. Actual	2014/15 Actual
Salaries, wages and allowances	19,998	21,235	1,237	18,760
Health care	3,966	4,423	457	3,974
Pension	993	1,144	151	990
Leave	(18)	4	22	(26)
Other personnel related costs	116	108	(8)	88
Total Personnel Costs	**25,055**	**26,914**	**1,859**	**23,786**

Ministry Staff Retreat

Our Annual Staff Retreat, which took place on 13th November 2015, emphasized team building through community service. Staff spent the morning beautifying the West Bay Cemetery by painting older graves and performing a general cleaning of the surrounding area. Later in the afternoon, an "ice-breaker" at a local resort allowed staff to enjoy some sociable moments by talking to each other and team building.

Plans are already being discussed for another working retreat in mid-2016.

Performance Management Framework

As part of its overall performance management system to increase accountability and drive performance across all sectors, all staff in the Ministry of PLAHI signed a performance agreement for the 2015/16 Financial Year. This is the third successive year where performance agreements were in place for all employees ahead of the deadline established by the Deputy Governor.

Plans for succession planning was completed for all departments in the Ministry, with the exception of Facilities Management and Vehicle & Equipment Services, which were completed by end of July 2016. This was due in part to the Ministry success in filling the leadership positions for those departments.

Project Future Update

Project Number	Title	Ministry	SA Strategic Assessment / Cabinet Approval
PSI04	Explore the Potential to Commercialise the National Mail Service	(PLAH&I)	May 16
PSI26	Options to Improve the Efficiency & Effectiveness of Surveying Services	(PLAH&I)	Feb 16
PSI01	Exploring Ways to Improve Efficient and Effectiveness of Light Vehicle Maintenance	(PLAH&I)	August 16
PSI27	Options to Improve the Efficiency and Effectiveness of Vehicle Safety Inspections	(PLAH&I)	June 16
PSI28	Explore Options to Improve the Efficiency and Effectiveness of Driving Tests	(PLAH&I)	August 16
PSI-11	Explore Options for the future of the NRA and its Operational Activities	(PLAH&I)	August 16
PSI 03	Improve the Efficiency and Effectiveness of Planning and Building Inspections	(PLAH&I)	August 2016
PSI24/25	Explore Options to Improve the Efficiency and Effectiveness of Public Works Operations/PS125 Options to Improve the Efficiency and Effectiveness of Recreation, Parks and Cemeteries	(PLAH&I)	June 2016
PS130	Creation of a Single Utilities Commission	(PLAH&I)	OBC – ongoing October 2016
PS121	Options to reconfigure Government Security Services to Reduce Cost & Improve Effectiveness (Scope: security services only	(PLAH&I)	Ongoing
PSI09	Rationalisation of Property Holdings to Support Investment	(PLAH&I)	OBC-Ongoing October 2016

Strategic Initiatives in 2016/17

The **Postal Service** will continue its focus on service improvements during the next fiscal year. Efforts will include the procurement of automated mail sorting equipment to enhance delivery performance, expansion of the parcel delivery service, and collaborating with small businesses on an e-Commerce initiative for the exportation of local merchandise. The Postal Service will also be focused on completing its Outline Business Case under the Project Future initiative.

Department of Agriculture: The Cayman Islands will host the 2016 Caribbean Week of Agriculture (CWA). The CWA is the premier event on the Agriculture calendar in the Caribbean Region and attracts between 250 to 300 participants annually. It is convened under the aegis of 'The Alliance for Sustainable Development of Agriculture and the Rural Milieu ('The Alliance').

The challenge of attracting capital investment has long been recognized as a major constraint for the development of Caribbean agriculture. The issue of investment extends beyond primary agriculture production, negatively impacting food processing and the development and production of viable value added food products within the region.

As the 2016 host of CWA and the leading Specialized International Financial Centre in the region, the Cayman Islands along with the members of the Alliance CWA planning committee agreed that the issue of investment would be the appropriate focus for this year's CWA. Hence the CWA2016 theme 'Investing in Food and Agriculture' signifying the importance of investment for both primary agriculture and the region's developing food industry.

The Major Projects Office of the **Public Works Department** is expected to be very active in 2016/17. The Department will be supporting the continued development of the integrated Solid Waste Management System; the George Town Cruise Berthing Facility; the Owen Roberts International Airport; and a new Courts Facility.

Whilst significant progress was made in 2015/16, the biggest initiative for the **Department of Vehicle and Drivers' Licensing** in 2016/17 will be the EVR system. That system is expected to be fully operational by the end of the fiscal year and will generate significant efficiency gains for the Department.

The **Petroleum Inspectorate** will become part of the new Utilities Regulation and Competition Office. This will enhance the regulator powers of the Agency whilst also creating greater efficiencies.

The **Lands & Survey Department** will continue with the implementation of an e-conveyancing and electronic record management system within the Land Registry. This is part of the e-government program to improve efficiency within the Civil Service.

$81.5 million was allocated for the overall Ministry to cover operating expenditures for the 18-month period from July 2016 to December 2017. A further $21.2 million was allocated for capital expenditures towards George Town Revitalization, expansion of the Road Network and various other initiatives.

Financial Statements

for the year ended 30 June 2016

Management Discussion and Analysis on Financial Performance

Operating Performance:

The operating results for 2015/16 showed a small deficit of $92k. As a central Government Agency which receives 74% of funding by Cabinet, the financial performance goal of the Ministry is not to make a significant surplus, or a loss; rather, the aim is to only charge sufficient fees to cover expenses for services delivered.

Revenues were approximately $2.2 million lower than the $44.2 million budgeted for the year, this is largely attributable to lower billings to Cabinet as the Ministry sought to deliver savings through restrained recruitment, and prudent use of public resources.

Operating expenditure savings for the year amounted to $2.1 million, this occurred primarily from savings in personnel cost ($1.9 million) and Supplies and Consumables ($0.3 million). These savings were partially offset by an increase in the Ministry's depreciation expense.

Financial Position:

Cash and cash equivalents were $7.9 million at the close of the fiscal year, this is a modest variance of $0.1 million over the $7.8 million budgeted as at 30th June 2016. Outstanding receivables were $2.3 million lower than expected, this reflects management's efforts to ensure timely billing and collection for services rendered.

Unearned revenue was $1.0 million higher than originally budgeted, this variance is mainly attributable to deposits held by our Public Works Department ($0.6 million), $0.5 million for post box rental, and $0.4 million for GIS Website subscriptions. Payables and accruals were $2.5 million lower than the previous fiscal year and $2.8 million lower than budgeted for 2015/16. This reflects the Ministry's efforts to settle outstanding liabilities in a timely manner.

Cash Flows:

The Ministry's closing cash position was $0.1 million higher than the budgeted $7.8 million. The Ministry's operating activities consumed $0.1 million during the fiscal year while $2.1 million was invested in the replacement of aging and inefficient vehicles as well as modern technology to improve services. The Ministry did not receive the budgeted capital injection of $1.3 million as at the close of the fiscal year.

Conclusion:

The Financial Performance 2015/16 was favorable; the Ministry was able to substantially deliver on most of its budgeted services while keeping expenses largely in check.

The Financial Position and the cash flows of the Ministry shows strength and prudent fiscal management.

Statement of Responsibility for the Financial Statements

These financial statements have been prepared by the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure (the "Ministry") in accordance with the provisions of the *Public Management and Finance Law (2013 Revision)*.

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

As Chief Officer I am responsible for establishing; and have established and maintained a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by law, and properly record the financial transactions of the Ministry.

As Chief Officer and Chief Financial Officer we are responsible for the preparation of the Ministry's financial statements, representation and judgements made in these statements.

To the best of our knowledge we represent that these financial statements:

(a) Completely and reliably reflect the financial transactions of the Ministry for the year ended 30 June 2016;

(b) Fairly reflect the financial position as at 30 June 2016 and performance for the Year ended 30 June 2016;

(c) Comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Accounting Standards issued by the International Accounting Standards Committee or accounting practice that is generally accepted in the United Kingdom as appropriate for reporting in the public sector.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General has been provided access to all the information necessary to conduct an audit in accordance with International Standards on Auditing.

Alan Jones, MRICS, JP	Carrol A. Cooper
Chief Officer	Chief Financial Officer
Date: 31/10/16	Date: 31/10/16

Office of the Auditor General
CAYMAN ISLANDS

Phone: (345) - 244-3211
Fax: (345) - 945-7738
AuditorGeneral@oag.gov.ky
www.auditorgeneral.gov.ky

3rd Floor, Anderson Square
64 Shedden Road, George Town
P.O. Box 2583
Grand Cayman, KY1-1103, Cayman Islands

Auditor General Report

To the Members of the Legislative Assembly and the Chief Officer of the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure

I have audited the accompanying financial statements of the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure, which comprise the statement of financial position as at 30 June 2016 and the statement of financial performance, statement of changes in net worth and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 92 to 113 in accordance with the provisions of Section 60(1)(a) of the Public Management and Finance Law (2013 Revision).

Management's Responsibilities for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ministry of Planning, Lands, Agriculture, Housing and Infrastructure as at 30 June 2016 and its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Sue Winspear, CPFA	31 October 2016
Auditor General	Cayman Islands

Statement of Financial Position

MINISTRY OF PLANNING, LANDS, AGRICULTURE, HOUSING & INFRASTRUCTURE

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2016

	Note	Actual	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
		expressed in Cayman Islands Dollars and in thousands				
Current Assets						
Cash and cash equivalents	3	7,915	7,842	7,842	(73)	10,082
Trade receivables	4	4,048	8,815	8,815	4,767	2,827
Other receivables	4	2,803	476	476	(2,327)	1,284
Inventories	5	1,218	1,691	1,691	473	1,518
Prepayments	5b	25	72	72	47	128
Total Current Assets		**16,009**	**18,896**	**18,896**	**2,887**	**15,839**
Non-Current Assets						
Property, plant and equipment	6	20,522	15,984	15,984	(4,538)	15,771
Intangible Assets	7	92	907	907	815	85
Total Non-Current Assets		**20,614**	**16,891**	**16,891**	**(3,723)**	**15,856**
Total Assets		**36,623**	**35,787**	**35,787**	**(836)**	**31,695**
Current Liabilities						
Trade payables	8	691	551	551	(140)	422
Other payables and accruals	8	1,858	4,836	4,836	2,978	4,611
Unearned revenue	9	1,639	590	590	(1,049)	1,226
Employee entitlements	10	476	699	699	223	494
Repayment of surplus	11	8,179	-	-	(8,179)	8,367
Total Current Liabilities		**12,843**	**6,676**	**6,676**	**(6,167)**	**15,120**
Total Liabilities		**12,843**	**6,676**	**6,676**	**(6,167)**	**15,120**
Net Assets		**23,780**	**29,111**	**29,111**	**5,331**	**16,575**
NET WORTH						
Contributed capital		8,621	11,436	11,436	2,815	5,877
Revaluation reserve		15,159	10,914	10,914	(4,245)	10,698
Accumulated surpluses/(deficits)		-	6,761	6,761	6,761	-
Total Net Worth		**23,780**	**29,111**	**29,111**	**5,331**	**16,575**

The accounting policies and notes starting on page 92 for an integral part of these financial statements.

Statement of Financial Performance

MINISTRY OF PLANNING, LANDS, AGRICULTURE, HOUSING & INFRASTRUCTURE

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 30 JUNE 2016

	Note	Actual	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
		expressed in Cayman Islands Dollars and in thousands				
Revenue						
Sale of goods and services	13	42,082	44,247	44,247	2,165	41,078
Total Revenue		**42,082**	**44,247**	**44,247**	**2,165**	**41,078**
Expenses						
Personnel costs	14	25,055	26,914	26,914	1,859	23,786
Supplies and consumables	15	15,407	15,751	15,751	344	16,552
Depreciation	6	1,662	1,509	1,509	(153)	1,571
Amortization of intangible assets		27	14	14	(13)	17
(Gains)/losses on forex transactions	16	(18)	2	2	20	(14)
Other expenses		41	57	57	16	55
Total Expenses		**42,174**	**44,247**	**44,247**	**2,073**	**41,967**
Surplus or (Deficit) for the period		**(92)**	**-**	**-**	**92**	**(889)**

The accounting policies and notes starting on page 92 for an integral part of these financial statements.

Statement of Changes in Net Worth

MINISTRY OF PLANNING, LANDS, AGRICULTURE, HOUSING & INFRASTRUCTURE

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEAR ENDED 30 JUNE 2016

	Contributed capital	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net Worth	Original Budget	Final Budget	Original vs. Actual
			expressed in Cayman Islands Dollars and in thousands				
Balance at 30 June 2014	5,270	10,698	-	15,968	27,321	27,321	11,353
Changes in net worth for 2014/15			**-**				
Equity investment from Cabinet	607	-	-	607	517	517	(90)
Repayment of surplus to Cabinet	-	-	889	889	-	-	(889)
Net revenue/expenses recognized directly in net worth	**607**	**-**	**889**	**1,496**	**517**	**517**	**(979)**
Surplus/(deficit) for 2014/15	-	-	(889)	(889)	-	-	889
Total recognized revenues and expenses for the period	**607**	**-**	**-**	**607**	**517**	**517**	**(90)**
Balance as at 30th June 2015 carried forward	**5,877**	**10,698**	**-**	**16,575**	**27,838**	**27,838**	**11,263**

	Contributed capital	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net Worth	Original Budget	Final Budget	Original vs. Actual
Balance at 30 June 2015 brought forward	5,877	10,698	-	16,575	27,838	27,838	11,263
Changes in net worth for 2014/15							
Prior Year Adjustments (Note 24)	(47)	-	(96)	(143)	-	-	143
Restated Balance	5,830	10,698	(96)	16,432	27,838	27,838	11,406
Changes in net worth for 2015/16							
Gain/(loss) on property revaluation	-	4,461	-	4,461	-	-	(4,461)
CIG debt forgiveness	1,308	-	-	1,308	-	-	(1,308)
Equity Investment from Cabinet	1,483	-	-	1,483	1,273	1,273	(210)
Repayment of Surplus/Dividends	-	-	188	188	-	-	(188)
Net revenue / expenses recognized directly in net worth	**2,791**	**4,461**	**188**	**7,440**	**1,273**	**1,273**	**(6,167)**
Surplus / (deficit) for 2015/16	-	-	(92)	(92)	-	-	92
Total recognized revenue and expenses for the period	2,791	4,461	96	7,348	1,273	1,273	(6,075)
Balance at 30th June 2016	**8,621**	**15,159**	**-**	**23,780**	**29,111**	**29,111**	**5,331**

The accounting policies and notes starting on page 92 for an integral part of these financial statements.

Statement of Cash Flows

MINISTRY OF PLANNING, LANDS, AGRICULTURE, HOUSING & INFRASTRUCTURE

CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2016

	Actual	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
	expressed in Cayman Islands Dollars and in thousands				
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts					
Outputs to Cabinet	29,789	33,535	33,535	3,746	35,181
Outputs to other Government Agencies	2,272	2,226	2,226	(46)	1,894
Sale of goods and services - third party	8,457	8,486	8,486	29	8,851
Payments					
Personnel Costs	**(25,098)**	**(26,915)**	**(26,915)**	**(1,817)**	**(23,990)**
Supplies and consumables	(15,510)	(15,753)	(15,753)	(243)	(15,800)
Other payments	(6)	(57)	(57)	(51)	(71)
Net cash flows from operating activities	**(96)**	**1,522**	**1,522**	**1,618**	**6,065**
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	(2,117)	(1,273)	(1,273)	844	(684)
Proceeds from sale of property, plant and equipment	46	-	-	(46)	-
Net cash flows used by investing activities	**(2,071)**	**(1,273)**	**(1,273)**	**798**	**(684)**
CASH FLOWS FROM FINANCING ACTIVITIES					
Equity Investment	-	1,273	1,273	1,273	299
Net cash flows from financing activities	**-**	**1,273**	**1,273**	**1,273**	**299**
Net (decrease)/increase in cash and cash equivalents	**(2,167)**	**1,523**	**1,523**	**3,690**	**5,680**
Cash and cash equivalents at beginning of period	10,082	6,319	6,319	(3,763)	4,402
Cash and cash equivalents at end of period	**7,915**	**7,842**	**7,842**	**(73)**	**10,082**

The accounting policies and notes starting on page 92 for an integral part of these financial statements.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 1: Description and Principal Activities

The Ministry of Planning, Lands, Agriculture, Housing and Infrastructure (the "Ministry") is a Government owned entity as defined by the *Public Management and Finance Law (2013 Revision)* and it is domiciled in the Cayman Islands.

The Ministry funds, develops and monitors the implementation of policy, legislation and services in the areas of planning, infrastructure, management of crown estates and public buildings, agriculture, postal and petroleum inspection.

During the year ended 30 June 2016, the Ministry comprised the following departments: Ministry Administration (MDA), Department of Agriculture (DOA), Petroleum Inspectorate (CPI), Department of Vehicle and Equipment Services (DVES), Department of Lands and Survey (LSU), Postal Services Department (POS), Public Works Department (PWD), Recreation, Parks and Cemeteries Unit (RPCU), Department of Vehicle and Drivers Licensing (DVDL), Department of Planning (PLN) and Facilities Management (FM).

The Government tabled legislation which was taken to the October (2016) sitting of the Legislative Assembly, the Utility Regulation and Competition Bill, which will establish a multi-sector regulator (the Utility Regulation and Competition Office- the "Office"), replacing the Information and Communications Technology Authority and the Electricity Regulatory Authority and to assume responsibility for administering the Dangerous Substances Handling and Storage Law.

As a consequence, the Dangerous Substances Handling and Storage (Amendment) Bill was also tabled which will, among other things, transfer the Office of the Chief Petroleum Inspector and the Petroleum Inspectorate from the Ministry to the Office. The Bill provides for the Ministry to provide budget support to the Office in respect of the operations of the Petroleum Inspectorate up to and no later than 31 December 2017.

The Petroleum Inspectorate has an annual budget of roughly $373 thousand. Once the transfer is made, these funds will no longer be included in the Ministry's budget.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 2: Significant Accounting Policies

These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board using the accrual basis of accounting. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

There are no known accounting standards that have been adopted by the IPSAS Board for use in future years that will impact these financial statements.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of Preparation

The financial statements are presented in Cayman Islands dollars and are prepared on the accrual basis of accounting, unless otherwise stated. The measurement base applied to these financial statements is the historical cost basis (Buildings are stated at fair value).

Changes in Accounting Policies

When presentation or classification of items in the financial statements is amended or accounting policies are changed, comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so.

The financial statements show comparison of actual amounts with amounts in the original and final budget. Explanations of material differences between original budget and actual amounts are provided as required by IPSAS 24.

(a) Budget Amounts

The original budget amounts for the financial year are as presented in the 2015/2016 Annual Budget Statement and were approved by the Legislative Assembly in June 2015. The budget was prepared based on the accrual accounting concept and the going concern basis.

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

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 2: Significant Accounting Policies (continued)

(b) Judgments and Estimates

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

Changes in Accounting Estimates

IPSAS 3 requires disclosure of any changes in accounting estimates and the nature, amount and the financial effect on present, past and/or future period. There were no changes in accounting estimates.

(c) Revenue

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

Cabinet revenue is recognized at the monthly cost to produce the outputs agreed in the Annual Budget Statement for 2015/2016. Other revenues are recognized at the fair value of services provided.

(d) Expenses

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

(e) Operating Leases

Operating lease payments are recognized as an expense on a straight-line basis over the lease term, where this is representative of the pattern of benefits to be derived from the leased property. Lease payments under operating lease, net of lease incentives received, are recognized as expenses on a straight-line basis over the lease term. Lease incentives received are recognized evenly over the term of the lease as a reduction in rental expense.

(f) Cash and Cash Equivalents

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

(g) Prepayments

The portion of recognized expenditure paid in advance of receiving services has been recognized as a prepayment.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 2: Significant Accounting Policies (continued)

(h) Inventories

Inventories held for distribution, or consumption in the provision of services, that are not issued on a commercial basis are measured at the lower of cost and net realizable value. Where inventories are acquired at no cost, or for nominal consideration, the amount reported is the current replacement cost at the date of acquisition.

The amount reported for inventory held for distribution reflects management's estimates for obsolescence or other impairments.

Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realizable value. Costs are assigned to inventories using first-in first-out (FIFO) as appropriate.

(i) Property, Plant and Equipment

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

In accordance with IPSAS 17, when buildings are revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment (other than land); less any estimated residual value, over its estimated useful life.

Asset Type	Estimated Useful life
• Buildings	40 – 60 years
• Motor vehicles	4 – 12 years
• Furniture and fittings	3 – 20 years
• Computer equipment and software	3 – 10 years
• Office equipment	3 – 20 years
• Other plant and equipment	5 – 25 years
• Other assets	3 – 25 years

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 2: Significant Accounting Policies (continued)

Impairment

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the period end. Assets that are subject to amortization are reviewed for impairment whenever events of changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amounts. The recoverable amount is the higher of the asset's fair value less costs to sell and its value for use in service.

Work in Progress

Work in progress items are valued at cost. No depreciation is applied to work in progress items until such time as they are commissioned.

Disposals

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

(j) Employee Entitlements

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

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

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

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 2: Significant Accounting Policies (continued)

(k) Financial Instruments

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

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

Classification

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

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

Recognition

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

Measurement

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

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

De-recognition

A financial asset is de-recognized when the Ministry realizes the rights to the benefits specified in the contract or loses control over any right that comprise that asset. A financial liability is derecognized when it is extinguished, that is when the obligation is discharged, cancelled, or expires.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 2: Significant Accounting Policies (continued)

(l) Contingent Liabilities and Assets (including guarantees)

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

(m) Foreign Currency

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

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

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

(n) Revenue from Non-Exchange Transactions

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

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

The following notes (with the relevant tables) are stated in thousands (CI$'000):

Note 3: Cash and Cash Equivalents

Description	Foreign Currency	Exchange Rate	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Cash on hand			8	7	7	(1)	7
Cash in transit			332	78	78	(254)	398
CI$ Operational Current Account			5,257	7,524	7,524	2,267	8,696
US$ Operational Current Account	176	0.84	148	47	47	(101)	248
Payroll Current Account			1,887	38	38	(1,849)	514
Bank Accounts Held at Other Financial Institutions			283	148	148	(135)	219
Total			7,915	7,842	7,842	(73)	10,082

The Ministry's cash and cash equivalents at the end of the year was $7.9 million which is less than 1% more than the original budget. However, this represents a reduction of 21% when compared to the previous fiscal year. This is mainly due to the fact that the ministry is now current with its insurance premiums. In addition, the ministry replaced assets from internal funds (depreciation funding) of over $0.8 million.

Note 4: Trade and Other Receivables

Trade Receivables	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Sale of goods and services	1,677	4,340	4,340	2,663	1,335
Outputs to Cabinet	3,667	4,465	4,465	798	2,117
Less: provision for doubtful debts	(1,296)	10	10	1,306	(625)
Total Trade Receivables	4,048	8,815	8,815	4,767	2,827

Trade receivables

Trade receivables for sale of goods and services as at the end of the 2015/2016 fiscal year were 50% less than budgeted. The budget was very conservative, estimating closing trade receivables at $4.3 million due to the high levels of receivables carried in the past.

Cabinet revenues are drawn down based on the entity costs incurred. At the end of June 2016, $3.7 million was outstanding in Cabinet revenues, representing 18% less than budget.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 4: Trade and Other Receivables (continued)

Other Receivables	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Advances (salary, official travel, etc.)	6	48	48	42	9
Dishonored Cheques	21	24	24	3	22
Other Receivables	2,784	404	404	(2,380)	1,487
Interentity Due from	-	-	-	-	-
Less: provision for doubtful debts	(8)	-	-	8	(234)
Total Other Receivables	**2,803**	**476**	**476**	**(2,327)**	**1,284**

Roughly 75% ($2.1 million) of *"other receivables"* represents outstanding amount from Cabinet in respect to Equity Injection 71. The Ministry has acquired the assets for which the funds are intended, and has received the funds in the 2016/17 fiscal year. In addition, $0.7 million relates to the Postal Services Department for mail terminal credits owed to the department under international terminal agreements.

Receivables	Trade Receivable	Other Receivables	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Current							
Past due 1-30 days	2,032	49	2,081	9,292	9,292	7,211	1,557
Past due 31-60 days	346	295	641	-	-	(641)	375
Past due 61-90 days	190	350	540	-	-	(540)	394
Past due 90 and above	1,480	2,109	3,589	-	-	(3,589)	1,785
Total	4,048	2,803	6,851	9,292	9,292	2,441	4,111

Changes in the provision of doubtful debts	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Balance at 1 July	(859)	10	10	869	(407)
Additional provisions made	(687)	-	-	687	(452)
Receivables written off during the period	242	-	-	(242)	-
Balance as at 30 June	(1,304)	10	10	1,314	(859)

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 5: Inventories

Description	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Inventory held for sale in the provision of goods & services	1,218	1,691	1,691	473	1,518
Total Inventories	1,218	1,691	1,691	473	1,518

The Ministry's inventory balance was below budget by $0.5 million, primarily due to lower stock levels being carried by the departments of Vehicle and Equipment Services, as well as Agriculture. The departments procured fewer inventories when it got close to the end of the financial year. The balance comprised: Agriculture ($0.4m), DVES ($0.3m), Facilities Management ($0.2m), and Postal ($0.3m).

Note 5b: Prepayments

Description	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Prepayments	25	72	72	46	128
Total Prepayments	25	72	72	46	128

Actual prepayment was less than budget by $46 thousand. Based on past experience, the forecast for budget had anticipated more prepayments for the year-end.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 6: Property, Plant & Equipment

expressed in Cayman Islands Dollars and in thousands

Cost or Opening Valuation	Plant and Equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Other Assets	Infrastructure	Motor Vehicles	Asset under Construction or development	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2014	785	17,281	225	1,232	577	127	206	4,602	838	25,873	26,488	26,488	615
Additions	143	10	8	90	46	5	-	296	(511)	87	844	844	757
Prior-year adjustments	-	-	-	593	54	102	7	36	-	792	-	-	(792)
Disposals	(9)	-	-	(380)	(29)	-	-	(147)	(74)	(639)	-	-	639
Balance as at 30 June 2015	**919**	**17,291**	**233**	**1,535**	**648**	**234**	**213**	**4,787**	**253**	**26,113**	**27,331**	**27,331**	**1,219**

	Plant and Equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Other Assets	Infrastructure	Motor Vehicles	Asset under Construction or development	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2015	919	17,291	233	1,535	648	234	213	4,787	253	26,113	27,331	27,331	1,219
Prior-year adjustments	-	-	-	11	1	-	-	89	-	101	398	398	297
Additions	118	-	-	122	37	-	-	1,376	2,023	3,676	-	-	(3,676)
Revaluations	-	251	-	-	-	-	-	-	-	251	-	-	(251)
Disposals	(5)	-	-	(60)	(23)	-	-	(759)	-	(847)	-	-	847
Transfers	-	-	(28)	-	-	-	-	28	(1,709)	(1,709)	-	-	1,709
Balance at 30 June 2016	**1,032**	**17,542**	**205**	**1,608**	**665**	**234**	**213**	**5,520**	**567**	**27,586**	**27,729**	**27,729**	**145**

Accumulated Depreciation and Impairment Losses	Plant and Equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Other Assets	Infrastructure	Motor Vehicles	Asset under Construction or development	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2014	522	2,125	144	947	445	107	167	4,062	-	8,519	9,357	9,357	838
Depreciation Expense	60	1,057	11	176	30	7	24	206	-	1,571	880	880	(691)
Eliminate on Disposal	(8)	-	-	(248)	(20)	-	-	(136)	-	(412)	-	-	412
Prior-year adjustments	-	-	-	486	45	102	7	25	-	665	-	-	(665)
Balance as at 30 June 2015	**574**	**3,182**	**155**	**1,361**	**500**	**216**	**198**	**4,157**	**-**	**10,343**	**10,237**	**10,237**	**(106)**

	Plant and Equipment	Buildings	Furniture and Office Equipment	Computer Hardware	Office Equipment	Other Assets	Infrastructure	Motor Vehicles	Asset under Construction or development	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2015	574	3,182	155	1,361	500	216	198	4,157	-	10,343	10,237	10,237	(106)
Prior-year adjustments	-	-	-	2	1	-	-	48	-	51	-	-	(51)
Revaluation	-	(4,211)	-	-	-	-	-	-	-	(4,211)	-	-	4,211
Depreciation Expense	74	1,061	10	100	38	6	8	365	-	1,662	1,509	1,509	(153)
Adjustments	-	-	(4)	-	-	-	-	22	-	18	-	-	(18)
Eliminate on Disposal	(3)	-	-	(60)	(19)	-	-	(719)	-	(801)	-	-	801
Balance as at 30 June 2016	**645**	**32**	**161**	**1,403**	**520**	**222**	**206**	**3,873**	**-**	**7,065**	**11,746**	**11,746**	**4,684**
Net Book value 30 June 2015	**345**	**14,109**	**78**	**175**	**148**	**19**	**15**	**630**	**253**	**15,771**	**17,094**	**17,094**	**1,325**
Net Book value 30 June 2016	**387**	**17,510**	**44**	**206**	**145**	**13**	**7**	**1,648**	**567**	**20,522**	**15,984**	**15,983**	**(4,539)**

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 6: Property, Plant & Equipment (continued)

Asset Revaluation

Property (buildings and structures) were revalued as at 30 June 2016 by in-house professionals with the exception of specialized buildings which were contracted to independent evaluators and are stated at revalued amounts less accumulated depreciation. The previous revaluation was conducted 1 July 2012.

Valuation methods

The valuations of the Ministry's buildings have been prepared in accordance with IPSAS, Royal Institute of Chartered Surveyors (RICS) Red Book, 2016 Valuation Standards references with the International Valuation Standards, and the guidance notes provided by the RICS. Particular regard should be paid to the following definitions and methodology having been adopted in the assessment of value:

- Fair Value (Market Value) defined in accordance with IFRS 13 Fair Value Measurement as follows: "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."
- Fair Value (Existing Use Value) extends the definition of Fair Value (Market Value) in "assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost."
- Specialized Assets: specialized assets are those for which no market exists for the current use. Specialized assets are valued using the Depreciated Replacement Cost method (DRC valuation). The definition of 'Depreciated Replacement Cost', as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 6: Property, Plant & Equipment (continued)

Valuation assumptions

Plant and machinery have only been included in the valuation of building assets where these form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where it perform a task crucial to the continuation of the existing use (e.g. swimming pools). Unless specifically stated otherwise, it is assumed that such items are reflected in the unit building cost.

It is assumed that all properties have the required planning consents and certificates for use and construction. Where Fair Value (or land value in a DRC valuation) relies on obtaining an alternative planning consent the alternative use has been derived from consideration of prevailing land uses in the immediate area and Local Planning Policies and practice.

Where an asset has been valued by Depreciated Replacement Cost (DRC) it is subject to the prospect and viability of the asset continuing to be used for the existing use.

These valuations do not take into account any form of selling or purchase costs, tax (including Stamp Duty), inflation or finance costs. In Cayman, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

Valuations of each 'specialized building' state their total asset value and the (depreciated) value of the respective building. Those with a depreciated building value greater than $0.5 million also state figures for their 'component' parts. Buildings valued by the investment or comparison methods of valuation also state figures for their respective land values. These do not compute to reflect actual building values but indicate the inherent value attributing to the land only.

Where applicable, the remaining economic life of the building / building components has been indicated. This is the period during which the building element is anticipated to have a future useful economic life for its existing purpose.

In preparing the valuations, information has been obtained from the following sources:

- Cayman Islands Government 2001 Asset Register.
- Cayman Islands Government Land Registry Database.
- Caymanlandinfo System (Mapping, aerial photography, evidence of comparable sales and lettings).
- Copies of and extracts from leases.
- Architect scaled floor plans.
- Ministries and users / occupiers of operational property assets.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 6: Property, Plant & Equipment (continued)

Land areas (where stated) are provided for guidance only and are quoted from the Land Registers or otherwise from Caymanlandinfo database. Any building floor areas supplied have been obtained from one of the following sources:

- Measurements taken on site.
- Measurements extracted from Cayman Islands Government property records.

Buildings were revalued as an entire class of asset.

Notes to the Financial Statements

For the year ended 30 June 2016

(Expressed in Cayman Islands Dollars)

Note 7: Intangible Assets

expressed in Cayman Islands Dollars and in thousands

Cost	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2014	493	493	436	436	(57)
Additions	71	71	63	63	(8)
Disposals	(42)	(42)	-	-	42
Prior-year adjustments	2	2	-	-	(2)
Balance as at 30 June 2015	**524**	**524**	**499**	**499**	**(24)**

	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2015	524	524	499	499	(25)
Additions	34	34	874	874	840
Balance at 30 June 2016	**558**	**558**	**1,374**	**1,374**	**816**

Accumulated Depreciation and impairment losses	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2014	452	452	441	441	(11)
Transfers 2014/15	1	1	-	-	(1)
Eliminate on Disposal 2014/15	(32)	(32)	-	-	32
Depreciation Expense 2014/15	17	17	12	12	(5)
Balance as at 30 June 2015	**439**	**439**	**453**	**453**	**15**

	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs. Actual)
Balance as at 1 July 2015	439	439	453	453	14
Prior-year adjustments	-	-	-	-	-
Depreciation Expense 2015/16	27	27	14	14	(13)
Eliminate on Disposal 2015/16	-	-	-	-	-
Balance as at 30 June 2016	**466**	**466**	**466**	**466**	**1**
Net Book value 30 June 2015	**85**	**85**	**47**	**47**	**(37)**
Net Book value 30 June 2016	**92**	**92**	**907**	**907**	**815**

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 8: Trade Payables, Other Payables & Accruals

expressed in Cayman Islands Dollars and in thousands							
Description	Current	Non-Current	Total Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Creditors	563	-	563	551	551	(12)	318
Creditors Ministries/Portfolios	91	-	91	-	-	(91)	61
Creditors other government agencies	38	-	38	-	-	(38)	43
Payroll Deductions	(21)	-	(21)	173	173	194	4
Accrued Expenses	1,511	-	1,511	4,256	4,256	2,745	1,279
Accrued Expenses Ministries/ Portfolios	(45)	-	(45)	-	-	45	2,933
Other Payables	412	-	412	380	380	(32)	395
Accrued Entity Interest	-	-	-	27	27	27	-
Total trade payables, other payables & accruals	**2,549**	**-**	**2,549**	**5,387**	**5,387**	**2,838**	**5,033**

Trade and other payables are non-interest bearing and are normally settled on 30-day terms. Overall, trade payables as at the end of the financial year were 53% less than budgeted. The Ministry is now current with its obligation in respect to insurance premiums, unlike the previous fiscal year, at which time $2.4 million was due to the Ministry of Finance and Economic Development (F&ED). Further, the Ministry received a debt forgiveness of $1.3m from the Ministry F&ED in respect to the 12/13 outstanding premiums. In addition, the Ministry has kept its utility accounts relatively current compared to the previous years.

Note 9: Unearned Revenues

expressed in Cayman Islands Dollars and in thousands					
Details	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Current Portion					
Other unearned revenue	1,639	590	590	(1,049)	1,226
Total Current Portion	1,639	590	590	(1,049)	1,226
Non-Current Portion					
Total unearned revenue	1,639	590	590	(1,049)	1,226

Unearned revenue at the end of 30 June 2016 totalled $1.6 million. This comprised mainly deposits of $0.6 million being held by the PWD in respect to special projects for other government departments/agencies, $0.5 million for post box rental, and GIS Website subscriptions ($0.4 million). Overall, unearned revenue exceeded budget by $1 million (178%). This was mainly attributed to the deposits held by the PWD, which increased by over $0.6 million when compared to the previous fiscal year.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 10: Employee Entitlements

expressed in Cayman Islands Dollars and in thousands					
Description	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Current employee entitlements are represented by:					
Annual Leave	3	3	3	-	3
Retirement and long service leave	473	696	696	223	491
Total Current Portion	**476**	**699**	**699**	**223**	**494**
Non-Current employee entitlements are represented by:					
Retirement and long service leave					
Total employee entitlements	**476**	**699**	**699**	**223**	**494**

Annual leave entitlements are calculated on current salary, pay scale, and years of service in accordance with the *Public Service Management Law* and the accompanying Regulations.

Note 11: Surplus Payable

Surplus payable represents accumulated surplus of $8.2 million as at 30 June 2016 (2015: $8.4 million). Under *the Public Management & Finance Law (2013 Revision)* section 39 (3) (f), Ministry may "retain such part of its net operating surplus as is determined by the Financial Secretary". The Financial Secretary has not confirmed whether Ministry can retain the surplus achieved during the year.

Note 12: Revenue from Non-Exchange Transactions

During the year ended 30 June 2016, the Ministry received services in-kind in the form of accommodation in the central government building, computer repairs and software maintenance by the Computer Services Department and human resources management by the Portfolio of the Civil Service. The fair value of these services cannot be determined and therefore no expense has been recognized in these financial statements for the year ended 30 June 2016 (2015: $nil).

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 13: Sales of Goods & Services

expressed in Cayman Islands Dollars and in thousands

Revenue type	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Outputs to Cabinet	31,339	33,535	33,535	2,196	31,203
Outputs to other government agencies	2,248	2,226	2,226	(22)	1,543
Fees and charges	3,290	3,098	3,098	(193)	3,164
General Sales	3,782	4,091	4,091	309	3,889
Rentals	1,181	1,219	1,219	38	1,153
Other	242	78	78	(164)	126
Total sales of goods and services	**42,082**	**44,247**	**44,247**	**2,165**	**41,078**

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands Government.

Outputs to other government agencies comprise trade between the Ministry of Planning, Lands, Agriculture, Housing & Infrastructure and other government bodies. These are arm length transactions governed by Service Level Agreements (SLAs) between the contracting parties.

Fees & charges, general sales, rentals & others include administrative fees and user charges levied on the public for the delivery of government services. Certain respective rates and fee structures are gazetted and governed by the relevant revenue laws and regulations.

The Ministry, on a monthly basis, bills Cabinet for the cost to produce and deliver the agreed outputs. Like in previous years, there was a continued effort to create budget savings. In particular, a number of budgeted vacant posts remained unfilled at the end of the financial year, resulting in reduced cabinet billing. In addition, management of the Government Administration Building (GAB) was less than budgeted by $0.4 million, also contributing to the reduced cabinet billing. These savings were passed on to Cabinet and were reflected in the reduced billings of $2.2 million compared to the budget.

Cabinet provided 74% of the Ministry's funding while 20% was generated from trading with the public and the remaining 6% from inter-government trading.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 14: Personnel costs

expressed in Cayman Islands Dollars and in thousands					
Description	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Salaries, wages and allowances	19,998	21,235	21,235	1,237	18,760
Health care	3,966	4,423	4,423	457	3,974
Pension	993	1,144	1,144	151	990
Leave	(18)	4	4	22	(26)
Other personnel related costs	116	108	108	(8)	88
Total Personnel Costs	**25,055**	**26,914**	**26,914**	**1,859**	**23,786**

Personnel Costs were $1.9 million less than budget. This was driven by the Ministry's strategy to reduce and contain expenditure during the fiscal year, including deliberate delays in filling vacant posts. This essentially resulted in reduced billings to Cabinet (*see Note 13 above*). This strategy is in response to required savings directed by the Cabinet through the Deputy Governor's Office.

Note 15: Supplies and consumables

expressed in Cayman Islands Dollars and in thousands					
Description	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Supplies and Materials	7,023	6,773	6,773	(250)	6,946
Purchase of services	3,387	3,710	3,729	342	4,301
Lease of Property and Equipment	172	204	204	32	197
Utilities	2,483	3,105	3,105	622	2,809
General Insurance	1,126	1,423	1,423	297	1,414
Interdepartmental expenses	100	92	92	(8)	74
Travel and Subsistence	72	80	80	8	99
Recruitment and Training	260	243	243	(17)	163
Other	784	121	102	(682)	549
Total Supplies & Consumables	**15,407**	**15,751**	**15,751**	**344**	**16,552**

Overall, the Ministry ended the financial year with savings of $0.3 million in respect to supplies and consumables. The Ministry effectively reallocated funding within each line item to achieve its strategic objectives. The most significant savings were derived from reduction in the cost of electricity which was mainly attributed to reduction in the cost of fuel. However, despite the savings achieved, the PWD incurred over-run of $0.3 million in respect to repairs and maintenance of government buildings.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 16: (Gains) /losses

expressed in Cayman Islands Dollars and in thousands					
Description	Actual Current Year	Original Budget	Final Budget	Original vs. Actual	2014/15 Actual
Net (gains)/ losses on foreign exchange transactions	(18)	2	2	20	(14)
Total (gains)/ losses	**(18)**	**2**	**2**	**20**	**(14)**

Note 17: Related party and key management personnel disclosures

The Ministry is a wholly owned entity of the government from which it derives its major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis.

All transactions between government departments and key management personnel are at arm's length and all goods and services supplied at the going rate to the public. While the ministries and portfolios do not settle the cost of the services directly with the Ministry, the Cabinet compensates the Ministry for the provision of these services to government departments under the agreed purchase agreements. These transactions are consistent with normal operating relationships between entities under common control and are being disclosed in compliance with the requirements of IPSAS.

Key management personnel, for the purposes of this disclosure, is defined as ministers of the government, chief officer and deputies, chief HR officer, chief financial officer, heads of department and deputies. The summary of the remuneration paid to the key management personnel is as outlined below. (There were 33 key management personnel in the prior year).

expressed in Cayman Islands Dollars and in thousands			
Description	Actual Current Year	Number of persons	2014/15 Actual
Salaries & other short-term employee benefits	3,573	33	3,318
Other long-term benefits			
Total	**3,573**		**3,318**

There were no loans granted to key management personnel or their close relatives during the financial year (2015: $nil).

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 18: Segment Reporting

	DVDL		DVES		POSTAL		AGR		PLN & INFRA		OTHER			
	Vehicle & Drivers' Licensing		Vehicle & Equipment Services		Postal Services		Agricultural Services		Planning & Infrastructure		Other Services		Consolidated	
	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15
expressed in Cayman Islands Dollars and in thousands														
Revenue														
Outputs from Cabinet	33	51	3,498	4,627	1,649	1,438	4,333	4,125	19,647	19,087	2,179	1,874	31,339	31,202
Outputs- Other Govt Agencies	1	-	1,407	515	13	15	30	33	1,070	1,089	-	-	2,521	1,652
Other Revenue	2,561	2,306	12	8	2,789	3,069	1,714	1,621	1,144	1,215	2	5	8,222	8,224
Total Revenue	**2,595**	**2,357**	**4,917**	**5,150**	**4,451**	**4,522**	**6,077**	**5,779**	**21,861**	**21,391**	**2,181**	**1,879**	**42,082**	**41,078**
Expenses														
Personnel	1,766	1,723	1,990	1,865	3,648	3,418	2,929	2,718	13,178	12,579	1,544	1,483	25,055	23,786
Supplies & Consumables	416	354	2,769	3,303	927	997	2,839	2,992	7,367	8,537	1,112	406	15,430	16,589
Depreciation	86	79	162	132	255	251	387	343	762	747	37	40	1,689	1,592
Total Expenses	**2,268**	**2,156**	**4,921**	**5,300**	**4,830**	**4,666**	**6,155**	**6,053**	**21,307**	**21,863**	**2,693**	**1,929**	**42,174**	**41,967**
Surplus/ (Deficit) from Operating	**327**	**201**	**(4)**	**(150)**	**(379)**	**(144)**	**(78)**	**(274)**	**554**	**(472)**	**(512)**	**(50)**	**(92)**	**(889)**
Assets														
Current Assets	13	70	1,141	1,001	1,061	949	1,261	958	3,106	2,324	9,427	10,537	16,009	15,839
Fixed Assets	1,648	1,413	1,270	848	4,717	4,583	5,109	3,940	6,117	4,358	1,662	629	20,523	15,771
Intangible Assets	-	-	59	67	-	-	-	-	32	18	1	-	92	85
Total Assets	**1,661**	**1,483**	**2,470**	**1,916**	**5,778**	**5,532**	**6,370**	**4,898**	**9,255**	**6,700**	**11,090**	**11,166**	**36,624**	**31,695**
Liabilities														
Current Liabilities	(323)	121	448	76	1,004	442	351	559	2,647	2,996	8,715	10,926	12,842	15,120
Total Liabilities	**(323)**	**121**	**448**	**76**	**1,004**	**442**	**351**	**559**	**2,647**	**2,996**	**8,715**	**10,926**	**12,842**	**15,120**

The Ministry's segments are based on the following services: agriculture, postal, vehicle and drivers' licensing, vehicle and equipment services, planning and infrastructure and other services. Planning and infrastructure services are delivered by the following departments: Planning, Public Works, Lands and Survey, Central Petroleum Inspectorate and Facilities Management; other services are provided by the Ministry Administration.

Notes to the Financial Statements

For the year ended 30 June 2016
(Expressed in Cayman Islands Dollars)

Note 19: Subsequent Events

No material events occurred after the reporting date, except for the introduction of a Bill in the Legislative Assembly as described in Note 1.

Note 20: Financial Instruments Risks

Credit Risk

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

At 30 June 2016, the Ministry held various sums in financial instruments represented by cash and cash equivalents at two financial institutions in the Cayman Islands. As such, the Ministry is exposed to credit related losses in the event of non-performance by the financial institution. However, given the high credit rating of this financial institution, management does not anticipate any material losses as a result of this concentration.

Currency and interest rate risk

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

Liquidity Risk

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

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

Note 21: Continent Liabilities and Assets

The Ministry has no contingent assets and liabilities as at 30 June 2016 (2015: $nil).

Appendices

Governance and Risk Management

The 2015/16 Annual Budget Statement identifies the key risks faced by the Ministry and the strategies we use to manage those risks. For the fiscal year under review, the key risks identified were:

Risks relating to personnel

- Loss of Key personnel
- Work related injuries to persons
- Loss of staff that are on fixed-term contract
- Work related injuries to staff
- Lack of qualified/skilled persons within the local labour force to fill key positions within the Ministry and Departments

Legal Risks

- Public liability due to the nature of activities of the Public Works Department and the Department of Vehicle and Equipment Services
- Successful claim for indemnification under the Registered Land Law.
- Lawsuit for defamation

Infrastructure and other Risks

- Loss of fixed/capital assets, due to natural disasters
- Loss of CIG's computer network
- Damage resulting from the illegal shipment of dangerous substances such as Anthrax through the mail

The Ministry effectively managed these risks during the 2015/16 fiscal year without material interruption to operations. Appropriate strategies will be developed to manage future risks as part of an overall risk management framework.

Legal Framework

Laws Administered by the Ministry of PLAHI

The Specific Laws which governs Agencies under The Ministry of Planning, Lands, Agriculture, Housing & Infrastructure are:

Ministry Administration

- Public Management and Finance Law
- Public Service Management Law

Department of Planning

- The Development and Planning Regulations
- The Development and Planning Law
- Building Code Regulations
- Building Code (Amendment) Regulations
- Electricity Law
- Electricity (Amendment) Law
- Electricity Regulations
- Standard Building Code (SBCCI) Download
- Builders Law
- The Builders Regulations
- Freedom of Information Law
- Freedom of Information (General) Regulations
- Freedom of Information (Information Commissioner) Regulations

Lands & Survey

- The Registered Land Law & The Registered Land Rules
- Strata Titles Registration law & Strata Titles Registration Regulations
- The land Surveyors Law & Land Survey Regulations
- The Stamp Duty Law
- Public Service Management Law
- Personnel Regulations
- Public Management and Finance Law
- Financial Regulations

Department of Agriculture

- The Animals Law
- The Animals Law, Animals (Exportation, Importation, Protection and Control) Regulations
- The Animals Law, The Animals (Restrictions on Riding) Order
- Animals Law, Animals (Disposal) Regulations,
- Animals Law, Animals (Prohibited Dogs) Regulations
- The Plants (Importation and Exportation) Law
- The National Conservation Law
- The Endangered Species Protection and Propagation Law
- The Endangered Species (Trade and Transport) Law
- The Plant (Importation and Exportation) (Fees) Regulation
- Freedom of Information Law
- Freedom of Information (General) Regulations
- Freedom of Information (Information Commissioner) Regulations
- The Freedom of Information Law
- Public Service Management Law
- Public Service Personnel (Regulations)
- Public Management and Finance Law
- Financial Regulations
- Public Service Pensions Law
- Public Service Pensions Regulations
- Public Holidays Law
- National Archive and Public Records Law
- National Archive and Public Records
- Health Insurance Law

Facilities Management

- Public Management and Finance Law
- Public Service Management Law

Public Works Department

- Public Management and Finance Law
- Public Service Management Law

Department of Vehicles and Equipment Services

- Public Management and Finance Law
- Public Service Management Law

Department of Vehicles & Drivers' Licensing

- The International Traffic (International Circulations) Regulations
- The Traffic (Categorization and Grouping) Regulations
- The Traffic (Disable Person) (Badges for Motor) Regulations
- The Traffic (Driving Instruction) Regulations
- The Traffic (Public Passenger) Regulations
- The Traffic (Public Transport Appeals Tribunal) Regulations
- The Traffic (Seat Belts) Regulations
- The Traffic (Speed Limit on Cayman Brac) Regulations
- The Traffic Control Regulations
- The Traffic Law
- The Traffic Regulations
- The Traffic Ticket Regulations
- The Traffic Law,
- The Motor Vehicle Insurance (Third Party Risks) Law

Central Petroleum Inspectorate

- The Dangerous Substances Handling and Storage (Amendment) Law
- Public Management and Finance Law
- Public Service Management Law

Postal Services

- Postal Law
- Postal Regulations

Legislative Changes Envisaged in 2016/17

a) Postal Law, Postal Regulations

The purpose of this Bill is to update outdated services and fees as well as establish new services and fees in legislation.

b) Traffic Law,

Amendments required to reflect the technology of motorized pedal cycle.

c) Traffic Law

In order to increase the efficiency and effectiveness of the Public Transport Industry.

d) The Traffic (Categorisation and Grouping) Regulations

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.)

e) The Traffic (Amendment) Regulations

Amendment to create a fee structure for the proposed two categories of pedal cycles.

f) Road Code (Amendment), 2013 Edition

Changes with the issue on entrance/ exit and lane changes to roundabouts and other incidental amendments.

g) Pipeline Regulation

Safe installation and operation of pipelines.

h) The Roads (Prohibited vehicles) Regulation (Petroleum)

Limiting the Transfer of Dangerous Substances in George Town on cruise ship days and work time traffic.

i) The Dangerous Substances Handling and Storage (Operating Permits) Regulations

Safe operation of sites dealing in Dangerous Substances and fee collection.

j) The Dangerous Substances Handling and Storage Law; and for incidental and connected purposes

To amend the DSH&S Law, to enable the issuing of remediation notices to operators and owners of sites storing dangerous substances.

k) **Roads Law (may include aspects of the Land Acquisition Law & the Development and Planning Law and Registered Land Law)**
To update the Road Law to reflect landowner's property rights under the Bill of Rights in compulsory acquisition circumstances, to review the method of third party compensation determination, and to modernize the land acquisition process.

l) **Traffic (Public Passenger Vehicles) Regulations**
In order to increase the efficiency and effectiveness of the Public Transport Industry.

Internal and External Audit Updates

The Ministry has been submitting its annual financial statements in accordance with the Legislative deadline for the past 5 years. However, delays with the Audit process has impeded the Ministry's ability to publish audited financial statements in a timely manner. The Chief Financial Officer will continue to work with the Auditor General's Office to facilitate a more timely audit of the annual financial statements.

The Internal Audit Unit carried out an unannounced cash audit at the Postal Services in October 2015. The resulting report made some 12 recommendations, all of which were accepted by the Postmaster General and have either been implemented or scheduled for implementation during 2016/17.

Number of FOI Requests by Agency

Department	Number of Requests received
Department of Agriculture	1
Public Works Department	1
Department of Planning	9
Lands & Survey	4
Postal Services Department	4
Chief Petroleum Inspectorate	1
Facilities Management	2
Department of Vehicles and Drivers' Licensing	0
Department of Vehicle & Equipment Services	1
Ministry Administration	

Output Index

A

C

D

L

M

P

V

Contact Information

Ministry of Planning, Lands, Agriculture, Housing & Infrastructure

Ministry Administration
P.O. Box 107, Gov't Admin Bldg KY1-9000
Tel: (345) 244-2412
Fax: (345) 949-2922
FOI Email: FOI.MPC@gov.ky

Public Works Department
P.O. Box 10505, Grand Cayman KY1-1005
Tel: (345) 949-2547
Fax: (345) 949-7731
General Email: publicworks@gov.ky
FOI Email: FOI.PWD@gov.ky

Department of Planning
P.O. Box 113, Grand Cayman KY1-9000
Tel: (345) 244-6501
Fax: (345) 769-2922 Planning
Fax: (345) 769-2228 Building Control
General Email: planning.dept@gov.ky
FOI Email: FOI.PLN@gov.ky

Lands & Survey Department
P.O. Box 1089, Grand Cayman KY1-1102
Tel: (345) 244 3420
Fax: (345) 949-2187
General Email: landsurv.info@gov.ky
Land Registry: registry.info@gov.ky
Survey: survey.info@gov.ky
Valuation & Estates Office:
land.valuation@gov.ky
Mapping/GIS: mapping.info@gov.ky
CaymanLandInfo/ Caymap:
caymanlandinfo@gov.ky
Street Addressing: streetaddressing@gov.ky
FOI Email: FOI.LSU@gov.ky

Facilities Management
P.O. Box 107, Gov't Admin Bldg KY1-9000
Tel: (345) 244-2412
Fax: (345) 949-2922
FOI Email: FOI.MPC@gov.ky

Chief Petroleum Inspector
P.O. Box 31213, Grand Cayman KY1-1205
Tel: (345) 244-3457
Fax: (345) 949-0920
Website: www.planning.gov.ky

Department of Agriculture
P.O. Box 459, Grand Cayman KY1-1106
Tel: (345) 947-3090
Fax: (345) 947-6501
Website: www.groundscayman.ky
FOI Email: FOI.AGR@gov.ky

Postal Service
Grand Cayman KY1-1100
Tel: (345) 949-2474
Fax: (345) 945-1246
Website: www.caymanpost.gov.ky
FOI Email: FOI.POS@gov.ky

Vehicle & Equipment Services Department
P.O. Box 1558, Grand Cayman KY1-1110
Tel: (345) 949-5644
Fax: (345) 945-1318
Website: www.dves.gov.ky
FOI Email: FOI.DVE@gov.ky

Vehicle & Drivers' Licensing Department
P.O. Box 1165, Grand Cayman KY1-1102
Tel: (345) 945-8344
Fax: (345) 945-8345
General Email: dvdl@gov.ky
FOI Email: FOI.VDL@gov.ky

Notes

Ministry of Planning, Lands, Agriculture,
Housing & Infrastructure

ANNUAL REPORT
2015-2016

www.plahi.gov.ky